



## Arlington Finance Committee

Date: Monday, March 25, 2024.

Time: 7:30pm.

Location: O'Neill Community Room, Public Safety Building, 112 Mystic Street, Arlington, MA.

### Minutes

Attendance: Christine Deshler, Josh Lobel, Jennifer Susse, Topher Heigham, Dean Carman, Michael Ruderman, Jordan Remy, Charles Foskett, David McKenna, Grant Gibian, Alan Jones, John Griffin, Carolyn White, Rebecca Younkin, Darrel Harmer, Allan Tosti, Annie LaCourt and Tara Bradley (Secretary). Visitors: Jose Farias (Assistant Director of Finance - Schools), Dr. Elizabeth Homan (Superintendent of Schools), Len Kardon (School Committee Member), Jane Morgan (School Committee Member), Fabienne Pierre-Maxwell (School Principal – Gibbs & Influence 100 Fellow), Weslie Pierre (Director of Communications & Family Engagement – Schools & Influence 100 Fellow), Kirsti Allison-Ampe (School Committee Chair), Paul Schlichtman (School Committee Vice Chair).

1. Arlington Public Schools: the committee and guests discussed school enrollment, focal groups program, funding sources, budget changes, budget commitments and staffing changes. There is a request to transfer \$400,000 from the Reserve Fund to cover FY24 salary changes agreed upon by a Memorandum of Understanding with Arlington Education Association Unit D.
  - a. VOTE: motion to accept \$96,521,248 Arlington Public Schools Budget passed unanimously (16-0-0).
  - b. VOTE: motion to accept \$400,000 transfer from the Reserve Fund to cover salary changes passed unanimously (16-0-0).
2. Article 38 – Amendments to FY24 Budgets.
  - a. VOTE: motion to take No Action on Article 38 passed unanimously (16-0-0).
3. 3/13/2024 Minutes: motion to accept the 3/13/2024 minutes passed unanimously (16-0-0).
4. 3/18/2024 Minutes: motion to accept the 3/18/2024 minutes passed unanimously (16-0-0).
5. 3/20/2024 Minutes: motion to accept the 3/20/2024 minutes passed with 15 in favor and one abstaining (Remy) (15-0-1).

6. Article 56 – Local Option / Acceptance of M.G.L. Chapter 203C The Prudent Investor Rule: discussion of town investment policies and best practices.
  - a. VOTE: motion to take No Action on Article 56 passed unanimously (16-0-0) with the provision that an Investment Policy be developed within the next year by the Treasurer and Trustees with the intention of ensuring public oversight of trust funds to be signed off on by Town Manager and Deputy Town Manager-Finance Director.
7. Article 65 – Collective Bargaining: potential for some agreements to be finalized by end of Town Meeting.
  - a. VOTE: motion to reconsider the article passed unanimously (16-0-0).
  - b. VOTE: motion to Report at Town Meeting on Article 65 passed unanimously (16-0-0).
8. Article 64 – Appropriation / Fiscal Stability Stabilization Fund.
  - a. VOTE: motion to Report at Town Meeting on Article 64 passed unanimously (16-0-0).
9. Elasticity.
  - a. VOTE: motion to authorize the Finance Committee Officers while in the course of writing the Finance Committee report to correct any accounts found to be out of balance for administrative reasons without needing approval from the committee passed unanimously (16-0-0).

#### Summary of Votes

<b>Budget</b>	<b>Total</b>	<b>Status</b>	<b>Date</b>	<b>Votes</b>
Arlington Public Schools	\$96,521,248.00	Approved	3/25/2024	16-0-0
Transfer from Reserve Fund – Unit D Salaries	\$400,000.00	Approved	3/25/2024	16-0-0
Article 38 – Amendments to FY24 Budget	No Action	Approved	3/25/2024	16-0-0
Article 56 – Prudent Investor	No Action	Approved	3/25/2024	16-0-0
Article 65 – Collective Bargaining	Report at Town Meeting	Approved	3/25/2024	16-0-0
Article 64 – Fiscal Stability Stabilization Fund	Report at Town Meeting	Approved	3/25/2024	16-0-0

Meeting adjourned at 9:46 pm.

By Tara Bradley.

Reference 1: APS FY25 Presentation

Reference 2: APS Superintendent FY25 Proposed Budget

Reference 3: Reserve Fund Transfer for Schools Memo 20240319

Reference 4: School Questions Griffin Email 20240324

Reference 5: 2023 Prop 2 ½ Override DOR Question Response Griffin Email

Reference 6: Answers to some School Budget Questions

Reference 7: FYE School Budget Question

Reference 8: Answers to FYE School Budget Questions 20240324

Reference 9: Arlington Investment Policy October 2015

Reference 10: Arlington Investment Policy May 2020

Reference 11: Rockland Trust IMG 2024 Trust Funds MLL or Prudent Investor

Reference 12: Massachusetts PRIT Fund Performance Comparison 20231231

Reference 13: Rockland Trust Town of Arlington Meeting Package 20240318

Reference 14: Prudent Investor Article Information Email Magee 20240325

# Arlington Public Schools School Committee's FY25 Proposed Budget

March 25th, 2024





# Budget Priorities & Highlights

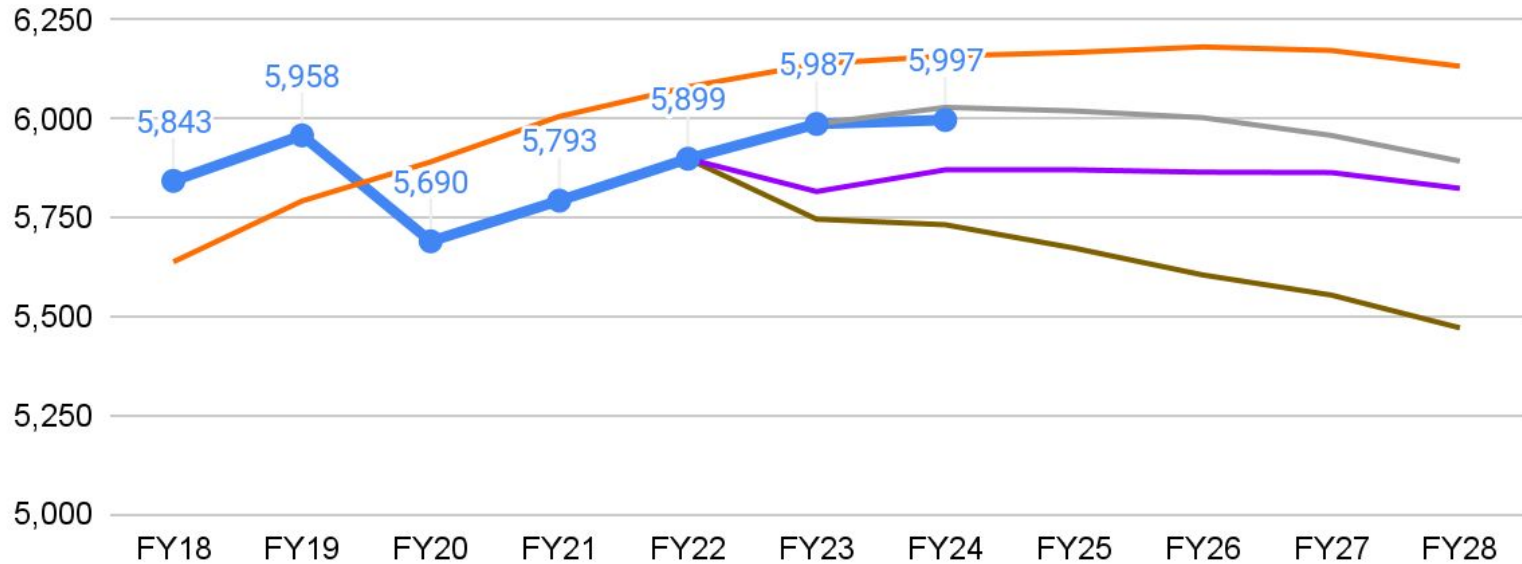


**Arlington Public Schools**  
Education That Empowers

## *Priorities:*

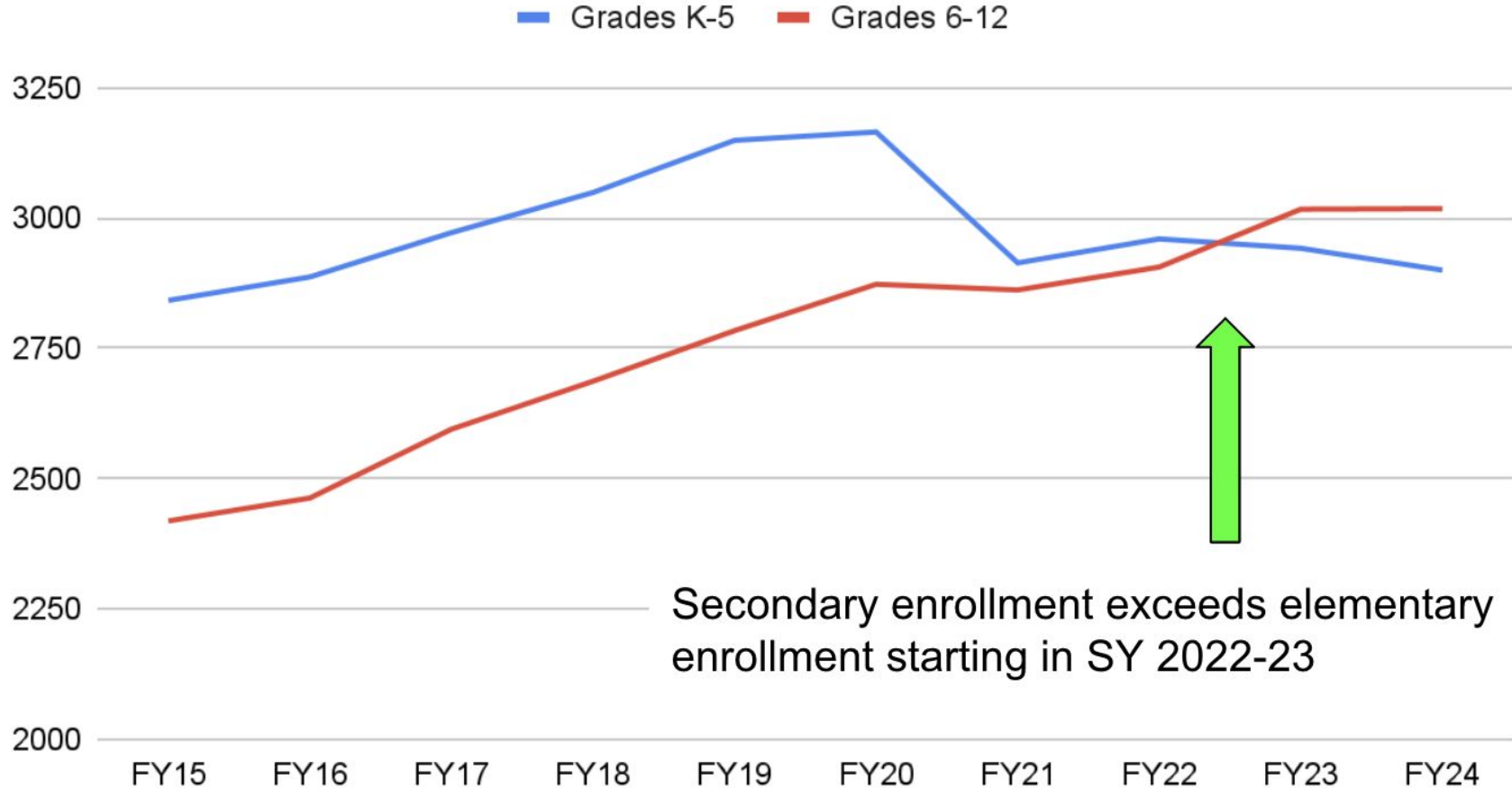
- Fund fall override competitive compensation commitments;
- Ensure adequate funds for 40% projected increase in electricity supply rate;
- Adjust elementary staffing levels in response to decreasing enrollments while sustaining or improving existing service levels;
- Maintain existing staffing to support needs in special education and expanding secondary enrollments;
- Continue implementation of 5-year Strategic Plan and maintain focus on meeting the need of APS Focal Groups and ALL students across APS.

## APS In-district 10-year Enrollment



- Actual Enrollment
- APS Projection
- Decision Insite Conservative
- Decision Insite Moderate
- McKibben Projection

# Secondary v. Elementary Enrollment, FY15-Current

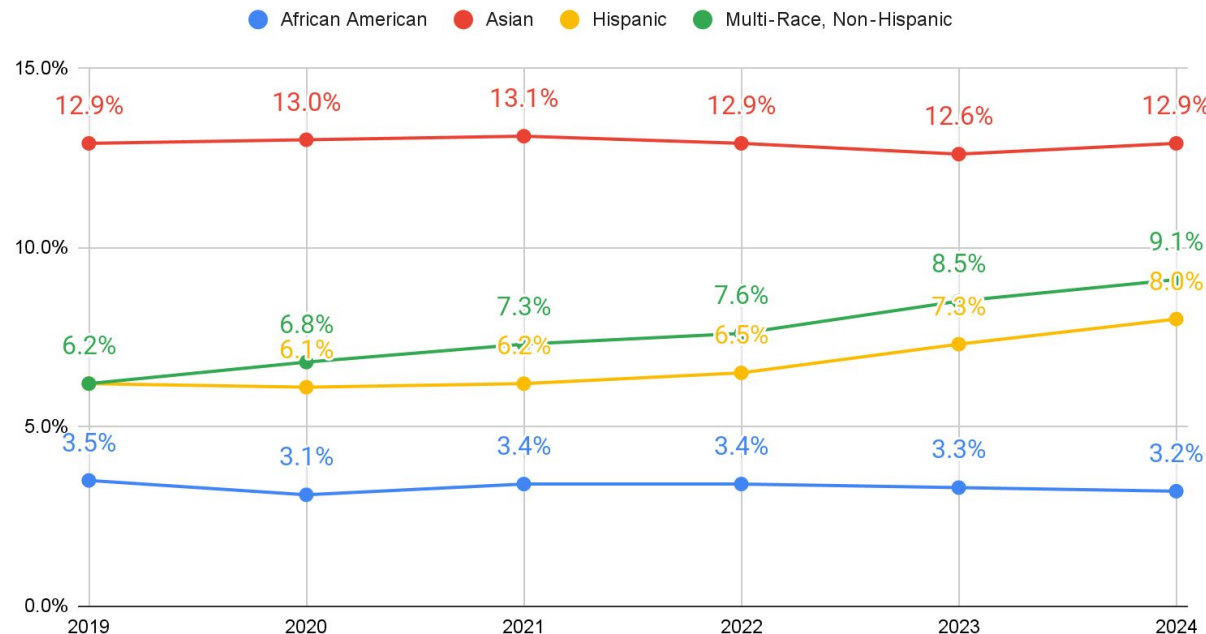


# APS Focal Group Populations



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## APS BIPOC Student Population, 2019-Current



Stable population of students who identify as Black/African American or Asian

Steadily increasing populations of students who identify as Hispanic or Multi-Race, Non-Hispanic

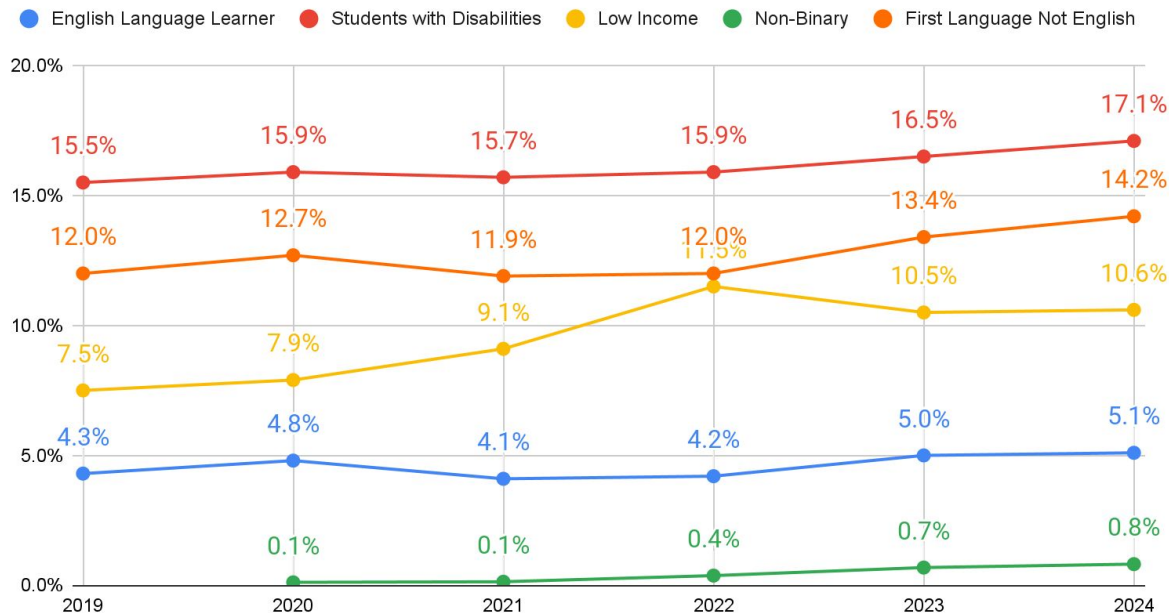
# APS Focal Group Populations



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Reference 1

## APS Other Focal Group Populations, 2019-Current



Steadily increasing populations of English Learners, Students with IEPs, Students from income-insecure households, and students who identify as Non-Binary

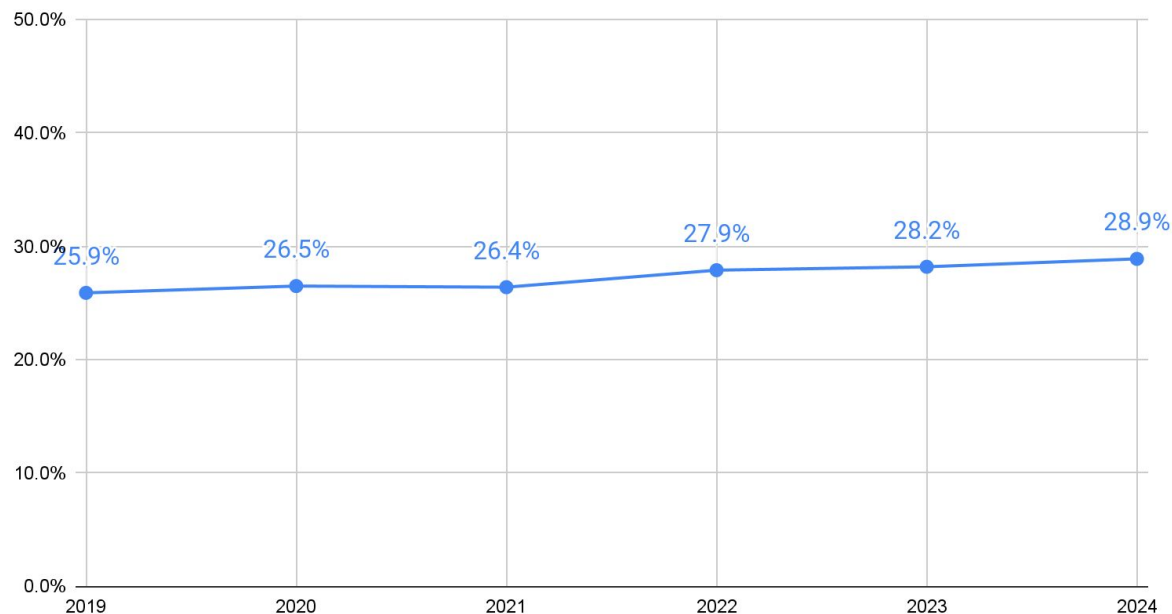
# APS Focal Group Populations



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Reference 1

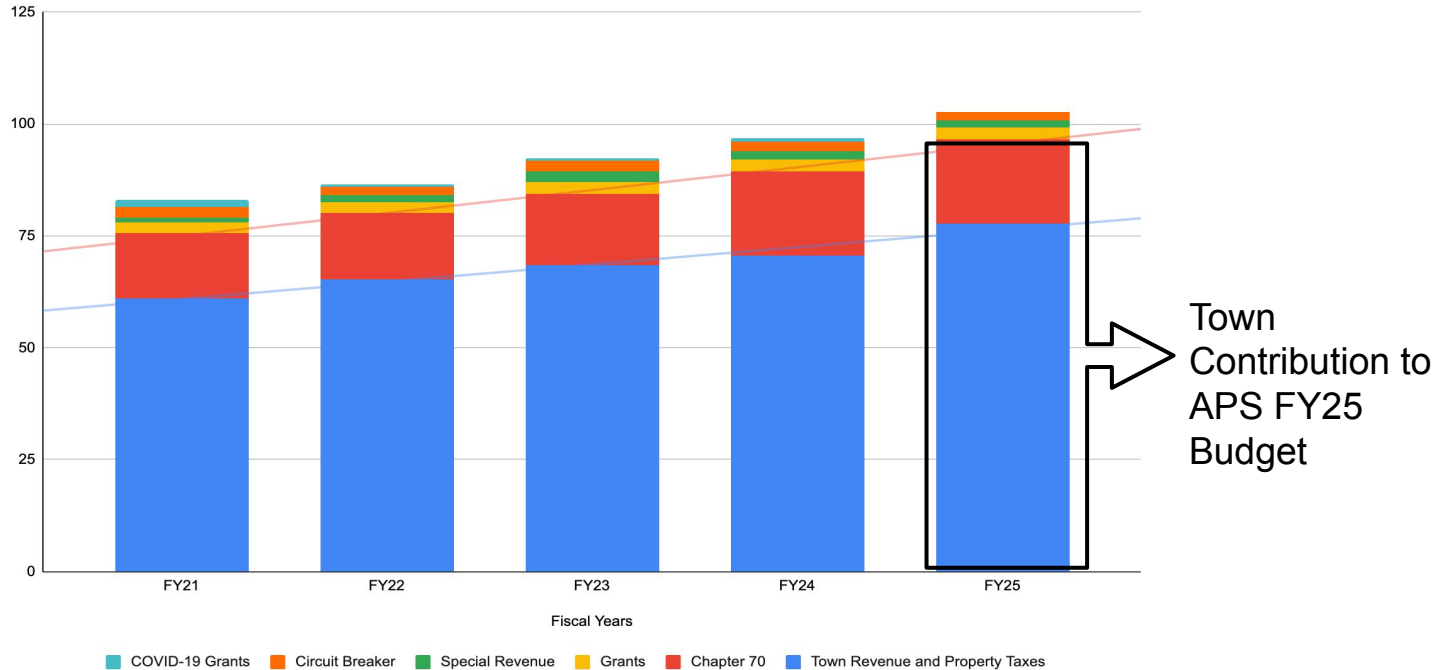
APS Students Identified as High Needs, 2019-2024



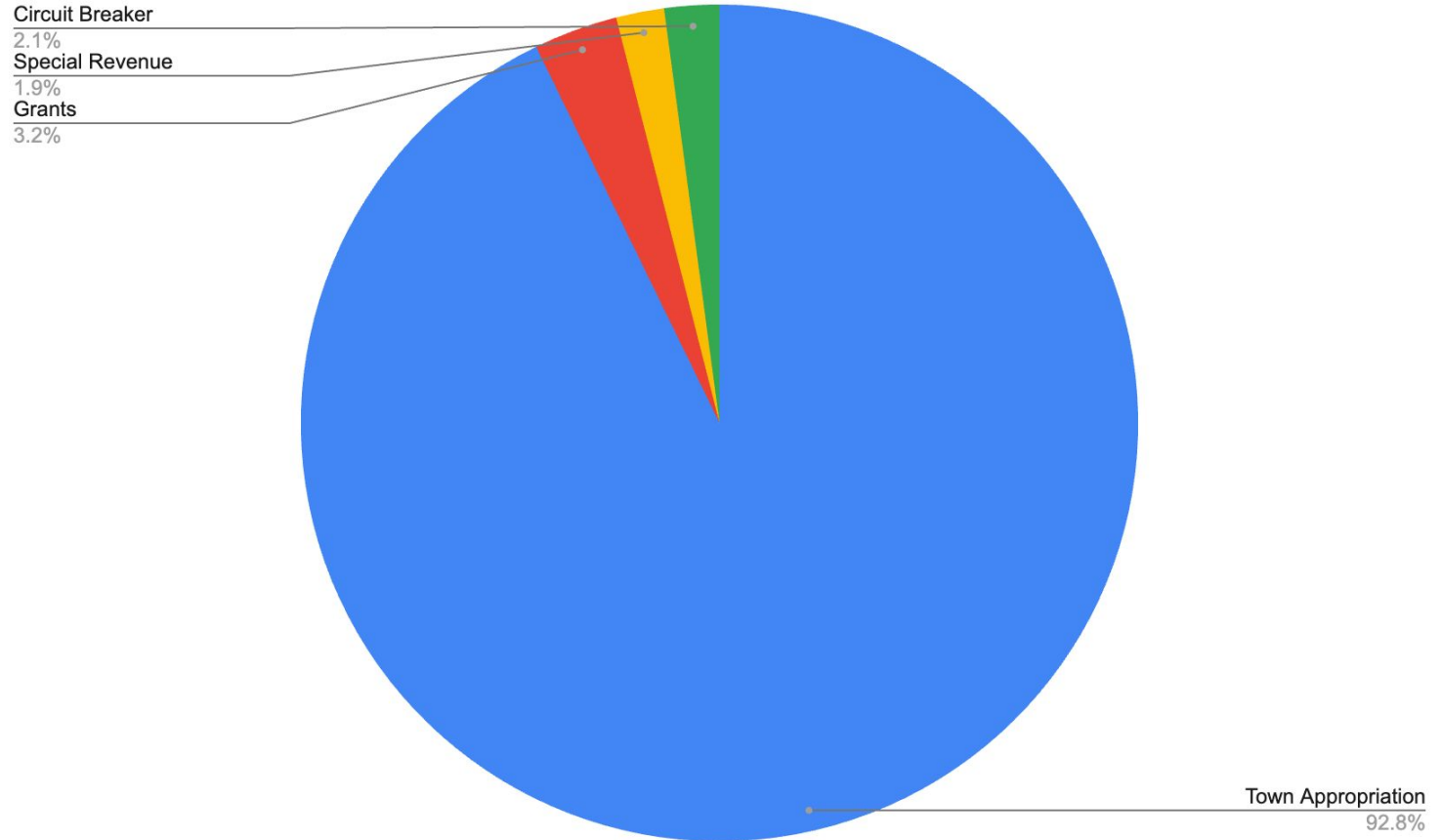
Overall, APS has a steadily increasing population of students whose needs require additional human and material resources and support. These resources are required for APS to meet the needs of every single child, and to meet 5-year strategic plan goals linked to focal group outcomes.

# Revenue by Funding Sources from FY21 to FY25 (in millions)

**Revenue by Funding Source from FY21-FY25, (in millions)**



# FY25 Funding Sources All Funds





# FY25 Proposed Budget Expense by Category



**Arlington Public Schools**  
Education That Empowers

<b>Budget Transfer Category</b>	<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>	<b>Change</b>	<b>%</b>
Secondary Education	20,427,114	22,438,974	24,020,866	26,002,778	27,391,042	1,388,264	5.34%
Elementary Education	22,502,770	23,544,846	24,879,619	26,117,799	25,914,830	-202,969	-0.78%
Special Education	18,947,325	19,937,733	20,749,689	22,270,644	25,017,318	2,746,674	12.33%
Other	7,785,717	8,763,077	9,521,338	9,159,945	9,719,035	559,090	6.10%
Curriculum & Instruction	2,097,880	1,981,565	2,450,668	2,368,745	4,172,776	1,804,031	76.16%
Administration	2,491,410	2,750,509	2,804,265	3,027,423	3,054,776	27,353	0.90%
Budget Contingencies	0	0	0	400,000	1,251,471	851,471	*
<b>Grand Total</b>	<b>74,252,216</b>	<b>79,416,704</b>	<b>84,426,444</b>	<b>89,347,334</b>	<b>96,521,248</b>	<b>7,173,914</b>	<b>8.03%</b>

*\*In FY25, Budget Contingencies is a net of funding to be used to support competitive compensation and budget additions/efficiencies that have yet to be identified in position control.*

# FY25 Anticipated Funding Sources



**Arlington Public Schools**  
Education That Empowers

Reference 1

Description	FY24	FY25	\$ Change	% Change
Town Appropriation	\$89,347,334	\$96,521,248	\$7,173,914	8.03%
Local Contribution	\$70,643,925	\$77,637,209	\$6,993,284	9.90%
Chapter 70 - State Aid	\$18,703,409	\$18,884,039	\$180,630	0.97%
Grants	\$2,715,306	\$2,715,306	\$0	0.00%
COVID-Related Grants	\$880,598	\$0	-\$880,598	-100.00%
Special Revenue & Revolving	\$1,956,028	\$1,552,459	-\$403,569	-20.63%
Circuit Breaker	\$1,959,252	\$1,772,424	-\$186,828	-9.54%
Total	\$96,858,518	\$102,561,437	\$5,702,919	5.89%

# FY25 Proposed Budget Changes Summary



**Arlington Public Schools**  
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<u>Summary of Budget Changes</u>		
Contractual Obligations and Salary Adjustments		\$ 3,700,863.04
Collective Bargaining Unit A		\$ 1,741,470.59
Unit D FY25 Increase*		\$ 344,457.40
Utility Increase		\$ 367,523.00
Department Budget Adjustments		\$ 259,643.98
Proposed Budget Efficiencies	-10.7	\$ (695,399.21)
Proposed Budget Additions	26.2	\$ 1,455,355.20
<b>Total Budget Changes</b>	<b>15.53</b>	<b>\$ 7,173,914.00</b>

\*The FY25 Unit D increase represents increases in salaries for Unit D employees compared against the original contractual agreement, prior to the MOA in December 2023 (\$744,457), minus an additional \$400,000 allocation for FY24 (see note about FY24 Contingency Transfer Line).

# FY25 ESSER III Assessment & Adoptions



Maintained from ESSER III	Eliminated from ESSER III
Diversity, Equity, Inclusion Specialist	Director of Leadership Development and Onboarding
Director of Research, Data and Accountability	Family Liaison
AHS Director of Counseling	Communications Specialist .4
Communications Specialist .6	
<p>Rationale:</p> <ul style="list-style-type: none"><li>Increased administrative support at AHS specific to supporting student mental health;</li><li>Increased capacity for teaching and learning to maintain functional data systems and provide transparent data reporting to the community;</li><li>Increased support for professional learning and consistency in communications to families and staff.</li></ul>	<p>Rationale:</p> <ul style="list-style-type: none"><li>Desire to reassess liaison model with Welcome Center and in partnership with families and educators;</li><li>Ability to integrate learning from this year into existing functions in HR, Welcome Center, and Teaching &amp; Learning</li></ul>

# Maintaining Existing Commitments

The following commitments were made in previous budget years using a combination of COVID infusion, COVID grant, and operating budget funds:

- 6.2 Positions added at AHS in FY24 Budget;
  - teachers, paraprofessionals, and theater manager
- 3.9 Positions added at OMS & Gibbs in FY24 Budget;
  - teachers, team chair
- Additional LC added at OMS in FY22 and FY23;
- Additional staff and sections added and maintained at Gibbs in FY23 to accommodate growing class sizes;
- Menotomy Paraprofessionals shifted to SSP in FY24;
- Elementary class sizes maintained at under 25 students/section.

All of these commitments are being sustained in FY25.

# FY25 Efficiencies



**Arlington Public Schools**  
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Reference 1

## **FY25 Budget Efficiencies**

The following positions were filled in FY24, and will not be filled in FY25

Classroom Teacher	Bishop	Elementary Education	-1.00	\$ (70,000.00)
Classroom Teacher	Brackett	Elementary Education	-2.00	\$ (140,000.00)
Classroom Teacher	Peirce	Elementary Education	-1.00	\$ (70,000.00)
Classroom Teacher	Stratton	Elementary Education	-1.00	\$ (62,320.00)
Teaching Specialist - PE	Various	Elementary Education	-1.00	\$ (70,000.00)
Curriculum Specialist	District	Elementary Education	-1.00	\$ (70,000.00)
Instructional Coach	District	Middle School	-1.00	\$ (70,000.00)
Library Paraprofessional	District	Elementary Education	-0.20	\$ (7,634.10)

# FY25 Corrections



## **FY25 Budget Position Corrections**

The following positions are position control data corrections for FY25. These positions were not filled, or were only partially filled, in FY24, and will not be carried into the FY25 Budget

Classroom Teacher	Brackett	Elementary Education	-0.50	\$ (37,500.00)
Teaching Assistant	Dallin	Special Education	-0.20	\$ (6,858.47)
Specialized Support Paraprofessional	Dallin	Special Education	-0.40	\$ (14,516.95)
Building Substitute	Hardy	Elementary Education	-0.17	\$ (5,829.58)
Teaching Assistant	Peirce	Special Education	-0.33	\$ (7,412.11)
Reading Specialist	Systemwide	Elementary Education	-0.45	\$ (37,500.00)
Teaching Specialist	Systemwide	Music	-0.20	\$ (11,828.00)
Teaching Specialist	Menotomy	Visual Arts	-0.20	\$ (14,000.00)
<b>Total Budget Efficiencies</b>			<b>-10.65</b>	<b>\$ (695,399.21)</b>

### **FY 25 Budget Additions**

The following positions were either added during FY24 and will continue in FY25, or will be added in FY25. Positions added in FY24 in response to student or building needs are indicated with a double asterisk (\*\*)

Classroom Teacher**	AHS	English Language Arts	0.2	\$ 15,242.80
Classroom Teacher**	AHS	FACS	0.4	\$ 41,248.80
Teaching Assistant**	Various	Special Education	2.8	\$ 93,224.27
Building Substitute**	Thompson	Elementary Education	0.6	\$ 20,575.42
Teaching Specialist**	Menotomy	Music	0.2	\$ 20,067.40
Specialized Support Paraprofessional**	Ottoson	Special Education	0.8	\$ 27,433.90
Classroom Teacher	Menotomy	Early Childhood	1.0	\$ 70,000.00
Specialized Support Paraprofessional	Menotomy	Early Childhood	2.0	\$ 84,880.75
Inclusion Specialist**	Thompson	Elementary Education	1.0	\$ 95,150.00
BCBA**	Stratton	Student Services	1.0	\$ 66,660.00
Specialized Support Paraprofessional**	Stratton	Special Education	3.0	\$ 108,877.11
1:1 Teaching Assistants**	Various	Special Education	5.0	\$ 168,387.45
Specialized Support Paraprofessional**	AHS	Special Education	1.0	\$ 37,201.88
Tutor**	AHS	Special Education	0.6	\$ 20,575.42
Custodians**	AHS	Facilities	2.0	\$ 103,002.00
Positions from ESSER III Allocation**	District	District	3.6	\$ 421,858.00
Administrative Assistant**	District	Welcome Center	1.0	\$ 60,970.00
<b>Total Budget Additions</b>			<b>26.2</b>	<b>\$ 1,455,355.20</b>



# Q&A



**Arlington Public Schools**  
Education That Empowers

Reference 1







Arlington Public Schools  
Education That Empowers

FY25

# Superintendent's Proposed Budget

February 29, 2024

## Allocation of Resources to Achieve Goals and Objectives

This budget recommendation was developed in accordance with direction and guidance from the Arlington School Committee, and is informed by the following:

- The FY2025 budgeted amount is agreed to by the Town of Arlington and the Arlington School Committee based on the school department funding formula. This formula is based on expected town revenues, student enrollment growth, and an agreed increased percentage for general education and special education expenses.
- Following a highly participatory process, the district adopted new Vision and Mission statements in 2022, along with four Key Priorities. These statements and priorities are drivers of this budget.
- The 5-Year APS Strategic Plan was completed and approved in Spring 2023, with three detailed 5-year initiatives outlined under each Key Priority.

### School Committee Members (as of February 8, 2024)



Kirsi C. Allison-Ampe,  
MD  
**Chair**



Paul Schlichtman  
**Vice Chair**



Liz Exton  
**Secretary**



Jeff Thielman  
**Member**



Laura Gitelson  
**Member**



Leonard Kardon  
**Member**



Jane P. Morgan  
**Member**

### Administration

Elizabeth Homan, Ph. D., Superintendent of Schools  
 Mona Ford Walker, Ed.D., Deputy Superintendent of Teaching and Learning  
 Alison Elmer, Assistant Superintendent of Student Services  
 Michael Mason, Jr., Assistant Superintendent of Finance and Operations  
 Rob Spiegel, Human Resources Director  
 Weslie Pierre, Director of Communications and Family Engagement  
 Margaret Thomas, Director of Diversity, Equity & Inclusion



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## Arlington Public Schools Budget Facts and Figures

<b>\$96,521,248</b>	FY25 school district operating budget (general fund)
<b>\$18,884,039</b>	Chapter 70 State Aid (FY25 Preliminary – Governor’s Budget)
<b>\$83,466</b>	Average teacher salary / state average \$86,118 (DESE) (FY21)
<b>\$18,615</b>	Per pupil cost (all funds) / state average \$20,134 (DESE) (FY22)
<b>5,997</b>	Students enrolled as of 10/1/23 / 5,987 as of 10/1/22 (DESE)
<b>1,030</b>	School district employees budgeted (FY25 FTE - full-time equivalents)
<b>625.81</b>	Teachers budgeted in FY25 (FTE - full-time equivalents)
<b>24</b>	AP courses offered, 1553 AP exams to be administered in spring 2024
<b>3</b>	Arlington High School Syracuse University Project Advance courses offered SY 2024, 85 students enrolled in a course
<b>95.1%</b>	Arlington High School 2022 4-year cohort graduation rate (state rate is 90.1%)
<b>31</b>	Athletic programs offered at high school level in 2023-24, with 62 total teams
<b>12.3 to 1</b>	Student teacher ratio 2022-2023 / state ratio 11.9 to 1 (DESE)
<b>11</b>	# of public schools in Arlington, including Menotomy Preschool
<b>5,000</b>	Students have district-owned Chromebooks or iPads assigned





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## Letter from the School Committee Chair

[Intentionally Left Blank. Will be available for Report to Town Meeting]

## Superintendent's Message and Introduction

This budget, presented to the Arlington School Committee, is the product of work that began in October 2023. This year's budget development process was organized to include the participation of all department heads and the leaders of all schools, and to promote collaboration between them. This budget includes the expertise of the entire leadership team of the district, including leaders of bargaining units. The Arlington School Committee also played an important role in the creation of this document.

The guiding principles of this budget are aligned with the Vision, Mission, and Strategic Plan of the Arlington Public Schools, along with the commitments to the community in the successful November 2023 Override.

Major elements for the FY25 budget, all of which are aligned with initiatives in the current Draft APS Strategic Plan include:

- Continuing to support increased enrollment at the secondary level, including new programming spaces from the opening of phase 2 of the Arlington High School Building Project (Priorities 1 and 3)
- Allocating resources towards competitive compensation for all bargaining units and roles across the Arlington Public Schools (Priority 2)
- Developing systems that support family involvement, effective operations, and inclusive facilities (Priorities 3 & 4)
- Rollout of a new core Elementary Literacy Resource (Priority 1)
- Providing for the needs of all students at the classroom level (Priority 1)

FY25 Budget Highlights Include:

- Allocations to support competitive compensation in preparation for bargaining with AEA Unit A
- Allocations to support increased salaries for AEA Unit D Paraprofessionals, as agreed to in December 2023
- Additional personnel resources to support elementary literacy, special education, and custodial services at the building level, and
- Additional resources to support the effective maintenance and operations of the Arlington Public Schools and to maintain effective learning spaces with adequate technologies.

## Executive Summary – Organizational

### **Major Goals and Objectives:**

The following vision, mission, and strategic priorities were adopted in June 2022 and are the foundation of budgetary, instructional, and operational decision-making for the Arlington Public Schools.

#### **APS Vision Statement**

*The vision of the Arlington Public Schools is to be an equitable educational community where all learners feel a sense of belonging, experience growth and joy, and are empowered to shape their own futures and contribute to a better world.*

#### **APS Mission Statement**

*The Arlington Public Schools focuses on the whole child to create inclusive and innovative learning opportunities for all students, values diverse identities and ways of learning, prepares all staff to maintain high expectations while providing necessary supports, and sustains collaborative partnerships with families and the community.*

#### **Strategic Priority 1: Ensuring Equity and Excellence**

The Arlington Public Schools will ensure equity, excellence, and access to rigorous learning experiences for all students. All graduates will be prepared to achieve their choices of post-secondary education, career, and community contribution.

#### **Strategic Priority 2: Valuing All Staff**

The Arlington Public Schools will recruit and retain an excellent and diverse workforce by creating a collaborative and supportive culture for all staff; providing high-quality and relevant professional development; expanding opportunities for leadership and shared decision-making; and prioritizing representation, diverse perspectives, and expertise.

#### **Strategic Priority 3: Improving Infrastructure, Operations, and Sustainability**

The Arlington Public Schools will maintain a system of schools that is safe, well-maintained, sustainable, and fiscally responsible, with the appropriate tools and resources to support best educational practices and an optimum teaching and learning environment.

#### **Strategic Priority 4: Sustaining Collaborative Partnerships**

The Arlington Public Schools will partner collaboratively with families in meeting the educational needs of all students; facilitate consistent two-way communication; and provide timely, transparent, relevant, and accessible information to all stakeholders.

## **Budget Process**

Each year the Arlington School Committee develops its capital and operating budgets.

This process is a collaborative effort and public process that engages the School Committee, Capital Planning Committee, Long Range Planning Committee, Town and School staff, budget guidelines and budget calendar.

The Superintendent of Schools is tasked with developing a budget that advances the District according to the outlined policy objectives and overall district goals. The School Committee is responsible for reviewing and approving the budget for incorporation with the full Town budget.

### **Budget Timeline**

#### **Early Fall:**

The School Committee approves the annual budget calendar.



#### **Fall:**

Staff members develop budget recommendations.

School Improvement Plans are presented to the School Committee.



#### **Late Fall/Early Winter:**

All departments meet with District Administration and Leadership to review existing staff levels, review budget priorities, and discuss anticipated budget requests. During this time, a series of working meetings including the School Committee, Administration and Leadership, Capital Planning Committee and Long Range Planning Committee discuss the current financial health of the Town, discuss budget issues, and provide policy guidance to the Town and School staff in finalizing budget recommendations.

The Superintendent, in consultation with the Assistant Superintendent of Finance and Operations, Cabinet and the District's Administrative and Leadership Team, reviews budget requests and makes recommendations for school programs to the School Committee. In addition, School Improvement plans are presented to the School Committee highlighting the academic and priority goals along with strategies for each school.



#### **Early Spring:**

The School Committee's approved budget is distributed to the Town Meeting members and the Finance Committee.

The Annual Town Meeting adopts the School Budget as part of the total Town Budget

The calendar used to develop this budget is on the next page.

### **FY 25 Budget Development Calendar**



October	
10/19/2023	Internal Budget Kickoff Process Begins
November	
11/7/2023	Override Election Day
11/17/2023	FY25 Budget Request Form Deadline
11/20/2023	Internal FY25 Department Budget Discussions and Meetings
to	
11/30/2023	
11/30/2023	APS Budget Request Report to School Committee
December	
12/14/2023	AEA Budget Requests to SC
January	
1/11/2024	School Committee Budget Priorities Discussion
1/25/2024	School Committee votes to accept Town appropriation
February	
2/22/2024	Budget Subcommittee receives draft budget
2/29/2024	<b>Superintendent's Proposed Budget</b>
March	
3/14/2024	<b>Public Hearing on proposed budget</b>
3/21/2024	<b>School Committee Approval of Proposed Budget</b>
3/25/2024	<b>Finance Committee Budget Presentation</b>
April	
4/24/2024	<b>Town Meeting opens</b>

## Summary – Financial

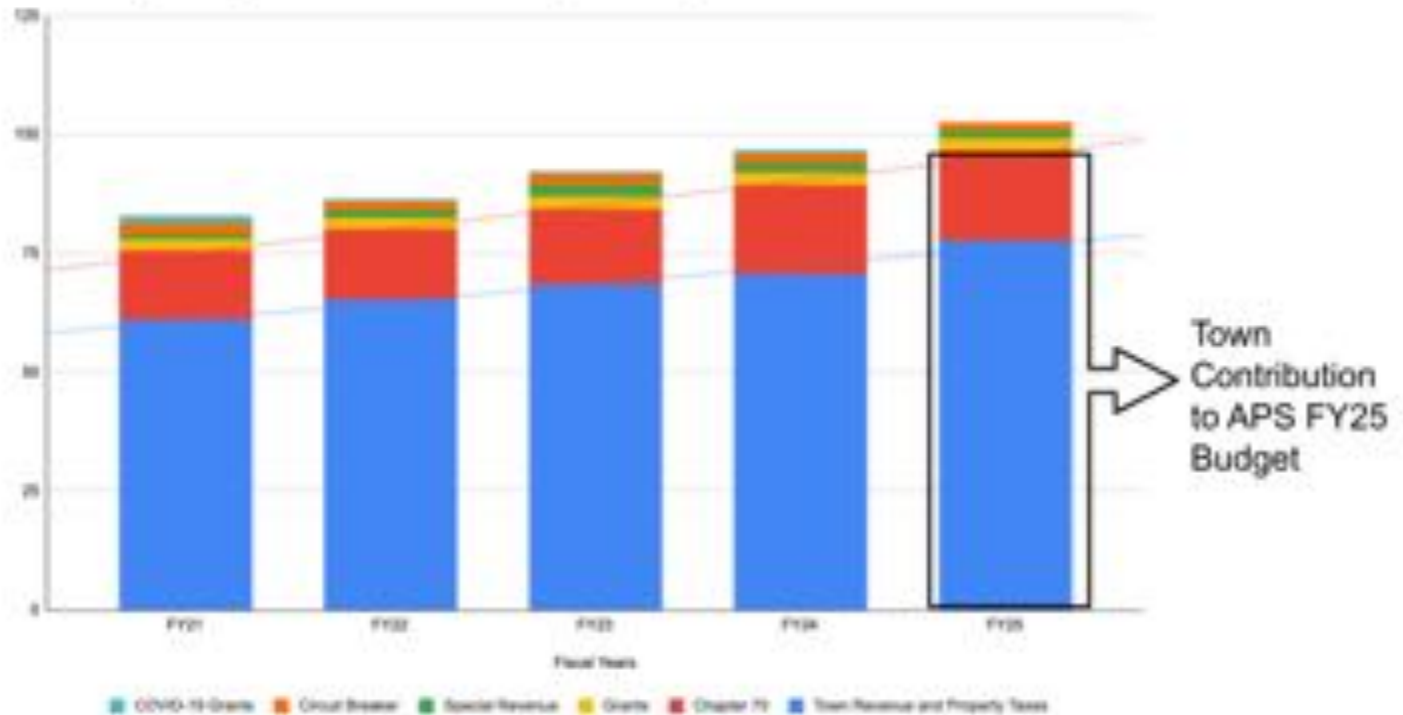
### **Summary of Revenues and Expenditures**

The Town of Arlington supports the School Department by providing the Town Appropriation. For FY25, the town appropriation includes an increase of 3.5% in the appropriation for general education, and adjustment that accounts for enrollment increases or decreases. The appropriation also includes a 6.5% increase in the allocation for special education. An additional \$3,100,000 is allocated as a result of the successful November 2023 override, to support the APS 5-year Strategic Plan including competitive compensation. This results in a 5.8% increase in the Town Appropriation to \$96,521,248. The Town Appropriation includes funds from Chapter 70 education state aid as well as locally raised property tax revenues. The Town combines these two sources of funding to create the Town Appropriation, which then makes up the General Fund for Arlington Public Schools.

Grant revenue for FY25 is budgeted to be the same as the adjusted FY24 awarded grants with the exception of the elimination of substantial federal COVID-related grants.

The district also receives revenue from fees and reimbursements, including foreign student tuition and income from the rental of Peirce Field and school buildings. The state special education Circuit Breaker is the largest source of reimbursement revenue. The district budgets Circuit Breaker funds in arrears, utilizing the funds received in the prior fiscal year to fund the current fiscal year. This provides additional fiscal stability and increased budgetary transparency and accuracy. For FY25, the district is budgeting less revenue from Circuit Breaker, based on estimated receipts. Circuit Breaker reimbursements have been decreasing because of declining student placements in out-of-district schools. Revenue from fees and reimbursements is budgeted to be 9.54% lower, at \$1,772,424 even though we are anticipating substantial increases in out-of-district tuition in FY25.

All-in revenue for the District is budgeted at \$102,561,437, a 5.89% overall increase from FY24.

**Revenue by Funding Source from FY21-FY25, (in millions)**

## Funding Summary

The Funding Summary shows a breakdown of the District funding changes through the past several years' budgets as revised to reflect final grant amounts. It also shows the funding changes that are expected to happen as the District moves to the Superintendent's Proposed FY25 Budget.

The School Department, unlike other departments of the Town of Arlington, does not receive all of its funding from the Town Appropriation voted by Town Meeting. In the FY24 Budget, the Town Appropriation was 92.6% of the total school budget, and is budgeted to be 94.5% in the Superintendent's Proposed FY25 Budget. Grants, revolving fees and reimbursements make up the rest of the school budget.



## Funding Summary Chart

Funding Description	FY21	FY22	FY23	FY24 Proposed	FY24 Projected	FY25 Proposed	Variance	%
<b>General Fund</b>	<b>\$75,570,531</b>	<b>\$80,104,634</b>	<b>\$84,447,869</b>	<b>\$88,947,334</b>	<b>\$89,347,334</b>	<b>\$96,521,248</b>	<b>\$7,173,914</b>	<b>8.03%</b>
Town Revenue and Property Taxes	\$61,004,503	\$65,363,526	\$68,430,894	\$70,243,925	\$70,643,925	\$77,637,209	\$6,993,284	9.90%
Chapter 70 State Aid	\$14,566,028	\$14,741,108	\$16,016,975	\$18,703,409	\$18,703,409	\$18,884,039	\$180,630	0.97%
<b>Grants</b>								
Title I	\$159,390	\$93,970	\$157,062	\$157,062	\$149,600	\$149,600	\$0	0.00%
Title IIA Improving Teacher Quality	\$71,261	\$64,244	\$69,163	\$69,163	\$69,697	\$69,697	\$0	0.00%
Title III ELL	\$48,743	\$43,365	\$47,865	\$47,865	\$54,057	\$54,057	\$0	0.00%
Special Education Early Childhood	\$42,684	\$47,551	\$51,050	\$51,050	\$46,544	\$46,544	\$0	0.00%
Special Education - 94 - 142	\$1,573,111	\$1,560,507	\$1,642,529	\$1,642,529	\$1,807,187	\$1,807,187	\$0	0.00%
METCO	\$511,949	\$577,885	\$591,228	\$591,228	\$591,228	\$591,228	\$0	0.00%
<b>Grants, Subtotal</b>	<b>\$2,407,138</b>	<b>\$2,387,522</b>	<b>\$2,558,897</b>	<b>\$2,558,897</b>	<b>\$2,718,313</b>	<b>\$2,718,313</b>	<b>\$0</b>	<b>0.00%</b>
<b>COVID Related Grants</b>								
CvRF COVID Reopening Funds	\$1,577,763	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
ESSER I & ESSER II	\$154,245	\$514,420	\$0	\$0	\$0	\$0	\$0	0.00%
ESSER III	\$0	\$11,500	\$241,555	\$936,595	\$880,598	\$0	-\$880,598	-100.00%
252 ARP-IDEA	\$0	\$39,182	\$293,248	\$0	\$0	\$0	\$0	0.00%
FY22 ARP-IDEA 264 Early Childhood	\$0	\$2,506	\$27,072	\$0	\$0	\$0	\$0	0.00%
<b>COVID-19 Related Grants, Subtotal</b>	<b>\$1,732,008</b>	<b>\$567,608</b>	<b>\$561,875</b>	<b>\$936,595</b>	<b>\$880,598</b>	<b>\$0</b>	<b>-\$880,598</b>	<b>-100.00%</b>
<b>Special Revenue &amp; Revolving</b>								
Foreign Exchange Tuition Revolving	\$359,790	\$268,948	\$595,587	\$500,000	\$600,000	\$600,000	\$0	0.00%
Menotomy Preschool	\$141,881	\$184,107	\$426,965	\$200,000	\$308,900	\$263,841	-\$45,059	-14.59%
Instrumental Music Fees Revolving	\$177,605	\$175,117	\$78,943	\$0	\$0	\$0	\$0	0.00%
Tuition-In Payments	\$0	\$0	\$80,804	\$350,000	\$350,000	\$48,398	-\$301,602	-86.17%
Building Rental Fees	\$69,127	\$399,075	\$1,158,024	\$500,000	\$500,000	\$500,000	\$0	0.00%
Peirce Field Rental Fees	\$16,113	\$65,891	\$31,352	\$20,000	\$20,000	\$20,000	\$0	0.00%
Bishop Bus Revolving	\$0	\$0	\$0	\$100,000	\$100,000	\$100,000	\$0	0.00%
Athletic Revolving	\$363,801	\$376,809	\$49,800	\$0	\$30,644	\$0	-\$23,410	-100.00%
Traffic Posts Receipts (Rebiling)	\$0	\$0	\$0	\$0	\$33,497	\$0	-\$33,497	-100.00%
AEA and Other Revolving	\$18,689	\$19,048	\$20,206	\$20,220	\$20,220	\$20,220	\$0	0.00%
<b>Special Revenue &amp; Revolving, Subtotal</b>	<b>\$1,147,006</b>	<b>\$1,488,995</b>	<b>\$2,441,681</b>	<b>\$1,690,220</b>	<b>\$1,963,262</b>	<b>\$1,552,459</b>	<b>-\$410,802</b>	<b>-20.92%</b>
<b>Circuit Breaker</b>	<b>\$2,296,417</b>	<b>\$2,040,018</b>	<b>\$2,343,126</b>	<b>\$1,959,252</b>	<b>\$1,959,252</b>	<b>\$1,772,424</b>	<b>-\$186,828</b>	<b>-9.54%</b>
<b>Grand Total</b>	<b>\$83,153,100</b>	<b>\$86,588,777</b>	<b>\$92,353,448</b>	<b>\$96,092,298</b>	<b>\$96,868,759</b>	<b>\$102,564,444</b>	<b>\$5,695,686</b>	<b>5.88%</b>

## Funding Sources





## Town Appropriation

Description	FY 2021	FY 2022	FY 2023	FY2024	FY2025
<b>Proposed School Appropriation from Town</b>					
Operating Override Additions	\$140,000	\$1,030,000	\$1,030,000	\$1,000,000	\$3,100,000
General Education Costs	\$50,183,324	\$52,809,670	\$55,724,058	\$57,312,461	\$61,351,257
Special Education Costs*	\$24,546,695	\$26,264,964	\$28,103,511	\$30,070,757	\$32,025,356
Growth Factor	\$700,512	\$0	<b>-\$1,379,700</b>	\$964,116	\$89,270
<b>Net School Budget</b>	<b>\$75,570,531</b>	<b>\$80,104,634</b>	<b>\$83,477,869</b>	<b>\$89,347,334</b>	<b>\$96,521,248</b>
COVID-19 Infusion	\$0	\$0	\$970,000		\$0
<b>Total APS School Budget</b>	<b>\$75,570,531</b>	<b>\$80,104,634</b>	<b>\$84,447,869</b>	<b>\$89,347,334</b>	<b>\$96,521,248</b>

The **Town Appropriation** for FY25 is calculated using the current funding formula established by the Town Manager and the Long Range Planning Committee. This budget formula increases the General Education funding by 3.5%, Special Education Funding by 6.5%, and an additional growth factor in General Education funding of 50% of per pupil expenditure for each additional student added or reduced from the prior year.

## Grants

**Grant** funding is expected to remain level funded with the FY24 final approved numbers. The FY24 final approved amounts differ from the prior year presented budget because our budget assumes that grant funding will remain level. Therefore, updated amounts are provided to the School Committee during the monthly financial report section of the School Committee meeting.

## METCO

The purpose of the state-funded METCO Program is to improve inclusion, increase diversity, and integrate students from Boston and Arlington. The METCO program provides all Arlington Public Schools students the opportunity to experience the advantages of learning and working in a racially, ethnically, and linguistically diverse setting. The priorities of this grant are to welcome Boston-resident students into the Arlington community and provide opportunities and support for cross-cultural understanding and appreciation.

FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Projected
\$ 511,949	\$ 577,885	\$591,228	\$591,228	\$591,228

## Individuals with Disabilities Education Act (IDEA) Federal Special Education Grant

The purpose of this federal special education entitlement grant program is to provide funds to Arlington Public Schools to ensure that eligible students with disabilities receive a free and appropriate public education that includes special education and related services designed to meet their individual needs.

FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Projected
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\$ 1,573,111	\$ 1,560,507	\$1,642,529	\$1,807,188	\$1,807,188
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### **Early Childhood Special Education (ECSE) Program Federal Entitlement Grant**

The purpose of this federal special education entitlement grant program is to provide funds to ensure that a free and appropriate public education is provided to Arlington children with disabilities aged 3-5, and that this education includes special education and related services designed to meet their individual needs in the least restrictive environment, in accordance with the Individuals with Disabilities Education Act — (IDEA4) and Massachusetts Special Education laws (M.G.L. c. 71B).

<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY23 Actual</b>	<b>FY24 Actual</b>	<b>FY25 Projected</b>
\$ 42,684	\$ 47,551	\$51,050	\$51,050	\$51,050

### **Title I**

Title I, Part A of the federal Elementary and Secondary Education Act (ESEA) provides supplemental resources to the Arlington Public Schools to help provide all children a significant opportunity to receive a fair, equitable, and high-quality education, and to close educational achievement gaps.

<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY23 Actual</b>	<b>FY24 Actual</b>	<b>FY25 Projected</b>
\$ 159,390	\$ 137,822	\$157,062	\$149,599	\$149,599

### **Title IIA**

Title IIA of the federal Elementary and Secondary Education Act (ESEA) provides supplemental resources to school districts to improve high quality systems of support for excellent teaching and leading.

The priorities of Title IIA are to: increase student achievement consistent with challenging State academic standards; improve the quality and effectiveness of teachers, principals, and other school leaders; increase the number of teachers, principals, and other school leaders who are effective in improving student academic achievement in schools; and provide low-income and minority students equitable access to effective teachers, principals, and other school leaders.

<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY23 Actual</b>	<b>FY24 Actual</b>	<b>FY25 Projected</b>
\$ 71,261	\$ 64,244	\$ 69,163	\$ 69,163	\$ 69,163

### **Title III ELL - English Language Acquisition and Academic Achievement Program for English Learners and Immigrant Children and Youth**

Title III of the federal Elementary and Secondary Education Act (ESEA) provides supplemental resources to Arlington Public Schools to help ensure that English learners (ELs) and immigrant children and youth attain English proficiency and develop high levels of academic achievement in English, assist teachers and administrators to enhance their capacity to provide effective instructional programs designed to prepare ELs and immigrant children and youth to enter all-English instructional settings, and promote parental, family, and community participation in language instruction programs for parents, families, and communities.

<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY23 Actual</b>	<b>FY24 Actual</b>	<b>FY25 Projected</b>
\$ 48,743	\$ 43,365	\$47,865	\$46,544	\$46,544

## Revolving Fees and Reimbursements

There have been a few changes to our revenue in this area. Circuit Breaker has decreased by \$186,828 to reflect the anticipated amount of Circuit Breaker the district expects to receive in FY25. In addition, to purchase curriculum materials, curriculum software, textbooks and increase professional development offerings district wide, Foreign Exchange revolving fund spending will be level funded at \$600,000.

In FY25 there continue to be no fees for Athletic and Instrumental Music. In FY23 the Arlington Public Schools eliminated Athletic and Instrumental Music participation fees and plans to sustain this initiative to ensure students have access to all activities that are core to the educational experience.

## Budget Transfer Summary

<b>Budget Transfer Category</b>	<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>	<b>Change</b>	<b>%</b>
Secondary Education	20,427,114	22,438,974	24,020,866	26,002,778	27,391,042	1,388,264	5.34%
Elementary Education	22,502,770	23,544,846	24,879,619	26,117,799	25,914,830	-202,969	-0.78%
Special Education	18,947,325	19,937,733	20,749,689	22,270,644	25,017,318	2,746,674	12.33%
Other	7,785,717	8,763,077	9,514,365	9,159,945	9,719,035	559,090	6.10%
Curriculum & Instruction	2,097,880	1,981,565	2,450,668	2,368,745	4,172,776	1,804,031	76.16%
Administration	2,491,410	2,750,509	2,804,265	3,027,423	3,054,776	27,353	0.90%
Budget Contingencies	0	0	0	400,000	1,251,471	851,471	*
<b>Grand Total</b>	<b>74,252,216</b>	<b>79,416,704</b>	<b>84,419,470</b>	<b>89,347,334</b>	<b>96,521,248</b>	<b>7,173,914</b>	<b>8.03%</b>

With careful and thoughtful consideration, the budget presented is balanced and will greatly support the Arlington Public Schools goals and mission. This budget has additional schedules and tables to explain the details of this budget. The School Committee is responsible for voting on a budget to fund Arlington Public Schools in a format in which it also controls the budget. This format breaks the School Budget into six major categories, using the following category codes:

1. Elementary
2. Secondary
3. Special Education\*
4. Curriculum & Instruction

5. Administration

6. Other (Facilities, IT, and Transportation)

\*Special Education budget transfer category does not include expenditures for preventative efforts that the district may take to assist students that are identified that may need additional services provided through interventions.

All of these categories are presented here for the FY22, FY23, FY24 budget and proposed FY25 budget. The School Committee uses the budget transfer categories as a control mechanism over the budget. This practice was established as a School Committee Policy entitled Budget Transfer Authority on June 28, 2011. The policy requires that the Superintendent receive School Committee approval prior to transferring budgeted funds between any of the six categories that make up the total School Department budget. This format allows a clear understanding of how the District Budget is allocated among key elements of the Arlington Public Schools.

As a result of a successful operating override for the FY24 budget, an additional category is listed as Budget Contingencies. One commitment of the override was to provide a \$400K supplement for the FY24 budget. These funds are listed here as they have been used to support the retainage of staff through competitive compensation but have not been officially appropriated to the School Committee. In FY25, Budget Contingencies is a net of funding to be used to support competitive compensation, and budget additions and efficiencies that have yet to be identified.



## **Proposed Changes in the FY25 Budget**

Below is a summary of the changes to this year's budget:

<b>FY25 Budget Change Summary</b>				
<b>Description</b>	<b>Location</b>	<b>Program</b>	<b>FTE</b>	<b>Amount</b>
<u><i>Arlington School Department Allocations</i></u>				
FY25 Town Allocation				\$ 96,521,248.00
FY24 Town Allocation				\$ 89,347,334.00
<i>Difference</i>				\$ 7,173,914.00
<u><i>Summary of Budget Changes</i></u>				
Contractual Obligations and Salary Adjustments				\$ 3,700,863.04
Collective Bargaining Unit A				\$ 1,741,470.59
Unit D FY25 Increase*				\$ 344,457.40
Utility Increase				\$ 367,523.00
Department Budget Adjustments				\$ 259,643.98
Proposed Budget Efficiencies			-10.7	\$ (695,399.21)
Proposed Budget Additions			26.2	\$ 1,455,355.20
<b>Total Budget Changes</b>			<b>15.53</b>	<b>\$ 7,173,914.00</b>

<b><u>FY25 Budget Efficiencies</u></b>				
<u>The following positions were filled in FY24, and will not be filled in FY25</u>				
Classroom Teacher	Bishop	Elementary Education	-1.00	\$ (70,000.00)
Classroom Teacher	Brackett	Elementary Education	-2.00	\$ (140,000.00)
Classroom Teacher	Peirce	Elementary Education	-1.00	\$ (70,000.00)
Classroom Teacher	Stratton	Elementary Education	-1.00	\$ (62,320.00)
Teaching Specialist - PE	Various	Elementary Education	-1.00	\$ (70,000.00)
Curriculum Specialist	District	Elementary Education	-1.00	\$ (70,000.00)
Instructional Coach	District	Middle School	-1.00	\$ (70,000.00)
Library Paraprofessional	District	Elementary Education	-0.20	\$ (7,634.10)

<b><u>FY25 Budget Position Corrections</u></b>				
The following positions are position control data corrections for FY25. These positions were not filled, or were only partially filled, in FY24, and will not be carried into the FY25 Budget				
Classroom Teacher	Brackett	Elementary Education	-0.50	\$ (37,500.00)



Teaching Assistant	Dallin	Special Education	-0.20	\$ (6,858.47)
Specialized Support Paraprofessional	Dallin	Special Education	-0.40	\$ (14,516.95)
Building Substitute	Hardy	Elementary Education	-0.17	\$ (5,829.58)
Teaching Assistant	Peirce	Special Education	-0.33	\$ (7,412.11)
Reading Specialist	Systemwide	Elementary Education	-0.45	\$ (37,500.00)
Teaching Specialist	Systemwide	Music	-0.20	\$ (11,828.00)
Teaching Specialist	Menotomy	Visual Arts	-0.20	\$ (14,000.00)
<b>Total Budget Efficiencies</b>			<b>-10.65</b>	<b>\$ (695,399.21)</b>

### **FY 25 Budget Additions**

The following positions were either added during FY24 and will continue in FY25, or will be added in FY25. Positions added in FY24 in response to student or building needs are indicated with a double asterisk (\*\*)

Classroom Teacher**	AHS	English Language Arts	0.2	\$ 15,242.80
Classroom Teacher**	AHS	FACS	0.4	\$ 41,248.80
Teaching Assistant**	Various	Special Education	2.8	\$ 93,224.27
Building Substitute**	Thompson	Elementary Education	0.6	\$ 20,575.42
Teaching Specialist**	Menotomy	Music	0.2	\$ 20,067.40
Specialized Support Paraprofessional**	Ottoson	Special Education	0.8	\$ 27,433.90
Classroom Teacher	Menotomy	Early Childhood	1.0	\$ 70,000.00
Specialized Support Paraprofessional	Menotomy	Early Childhood	2.0	\$ 84,880.75
Inclusion Specialist**	Thompson	Elementary Education	1.0	\$ 95,150.00
BCBA**	Stratton	Student Services	1.0	\$ 66,660.00
Specialized Support Paraprofessional**	Stratton	Special Education	3.0	\$ 108,877.11
1:1 Teaching Assistants**	Various	Special Education	5.0	\$ 168,387.45
Specialized Support Paraprofessional**	AHS	Special Education	1.0	\$ 37,201.88
Tutor**	AHS	Special Education	0.6	\$ 20,575.42
Custodians**	AHS	Facilities	2.0	\$ 103,002.00
Positions from ESSER III Allocation**	District	District	3.6	\$ 421,858.00
Administrative Assistant**	District	Welcome Center	1.0	\$ 60,970.00
<b>Total Budget Additions</b>			<b>26.2</b>	<b>\$ 1,455,355.20</b>

\*The FY25 Unit D increase represents increases in salaries for Unit D employees compared against the original contractual agreement, prior to the MOA in December 2023 (\$744,457), minus an additional \$400,000 allocation for FY24 (see note about FY24 Contingency Transfer Line).

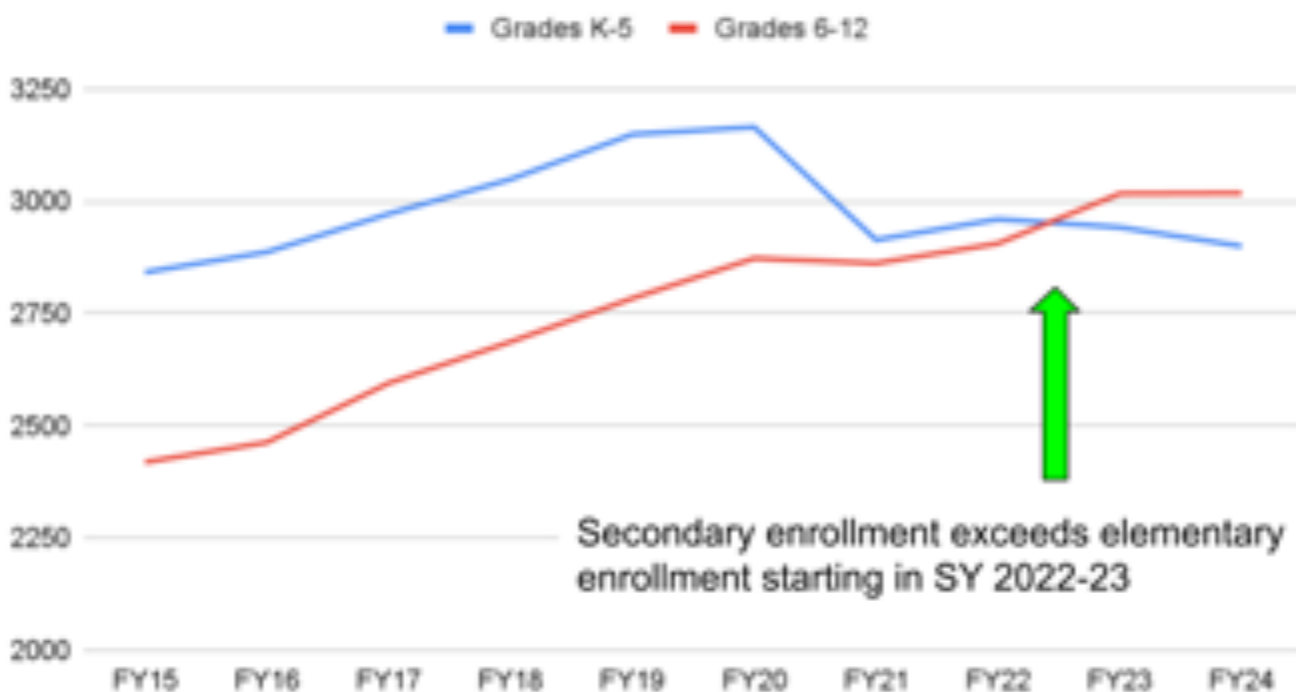
\*\*added during FY24 as grant funded positions or in response to student or enrollment needs

## Executive Summary – Informational

### **Shifting Elementary and Secondary Enrollments**

An important factor in budget planning over the past several years is the shift of student population from the elementary schools into the secondary schools (Gibbs, OMS, and AHS). This requires us to plan for staffing the expanding enrollment at the secondary level even as grade cohort sizes remain steady at the elementary level. For the most part, APS teachers hold licensure to teach at either the elementary or the secondary level, not both. In the 2022-23 school year, enrollment at secondary overtook elementary enrollments, and we anticipate secondary enrollment will continue to rise with the opening of the new Arlington High School and large cohorts moving into Gibbs and OMS. For these reasons, the FY25 budget eliminates some elementary sections while maintaining elementary class sizes, and maintains additions at the secondary level from previous fiscal years.

#### Secondary v. Elementary Enrollment, FY15-Current



### **ESSER III and Pandemic Grants**

In the FY20-FY24 budget years, APS received \$4,316,676 in COVID-19 Pandemic Relief funding. These dollars were strategically spent on reducing the impacts of the pandemic by funding summer programming, positions to support student mental health and services, remote and hybrid teaching positions, nursing services and supplies, curriculum rollouts, and other resources necessary to supporting students upon their return to full-time schooling following the disruptions of the pandemic.

In FY24, APS used ESSER III funds to support the following positions, and the FY25 Amount below reflects those salaries that are being retained in the FY25 budget as part of our strategic planning:

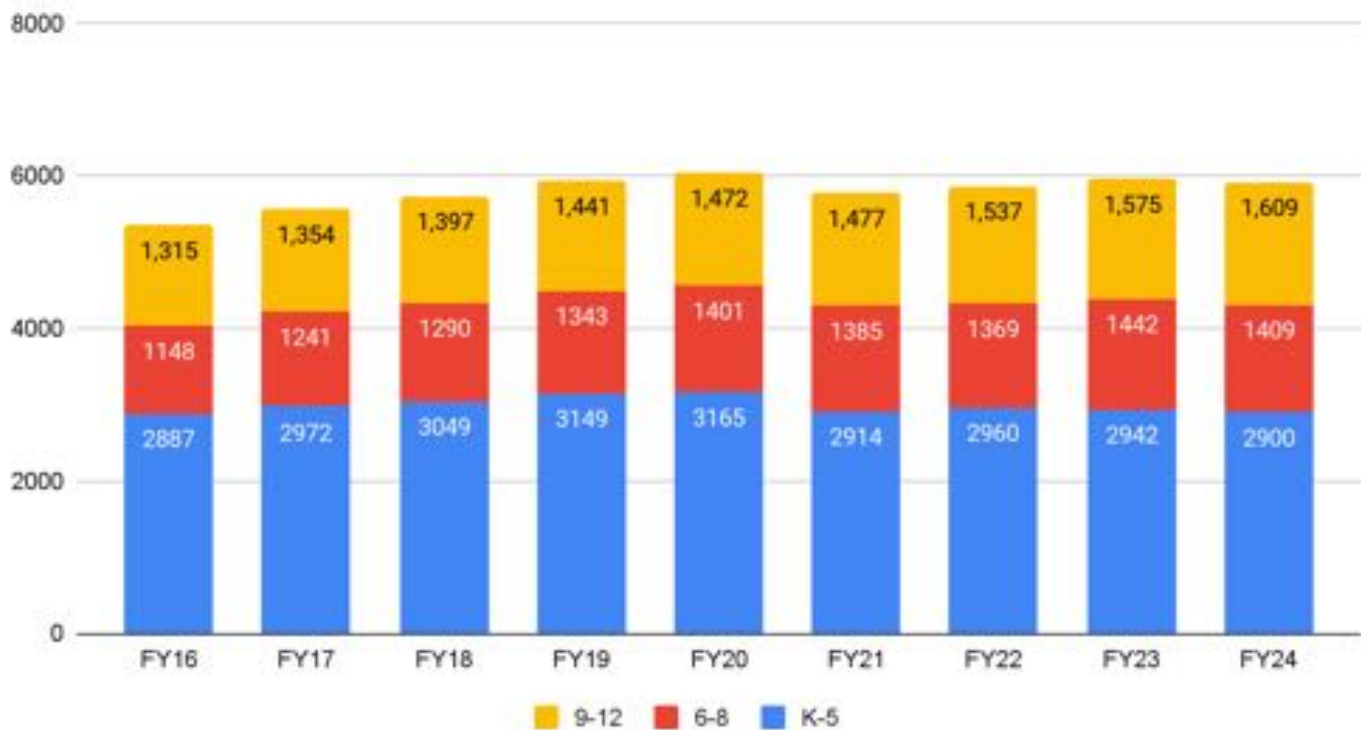
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Position	FY24 Amount	FY25 Amount
Diversity, Equity, Inclusion Specialist	\$97,770.00	\$97,770.00
Director of Research, Data and Accountability	\$130,000.00	\$130,000.00
Asst Director of Counseling, AHS	\$116,753.00	\$119,088.06
Communications Specialist .6	\$106,800.00	\$75,000.00
Director of Leadership Development and Onboarding	\$135,000.00	\$0.00
Family Liaison	\$90,000.00	\$0.00
Communications Specialist .4	\$36,800.00	\$0.00
Total	\$713,123.00	\$421,858.06



## **Student Enrollment Trends**

APS 10-Year Enrollment, FY14-FY24

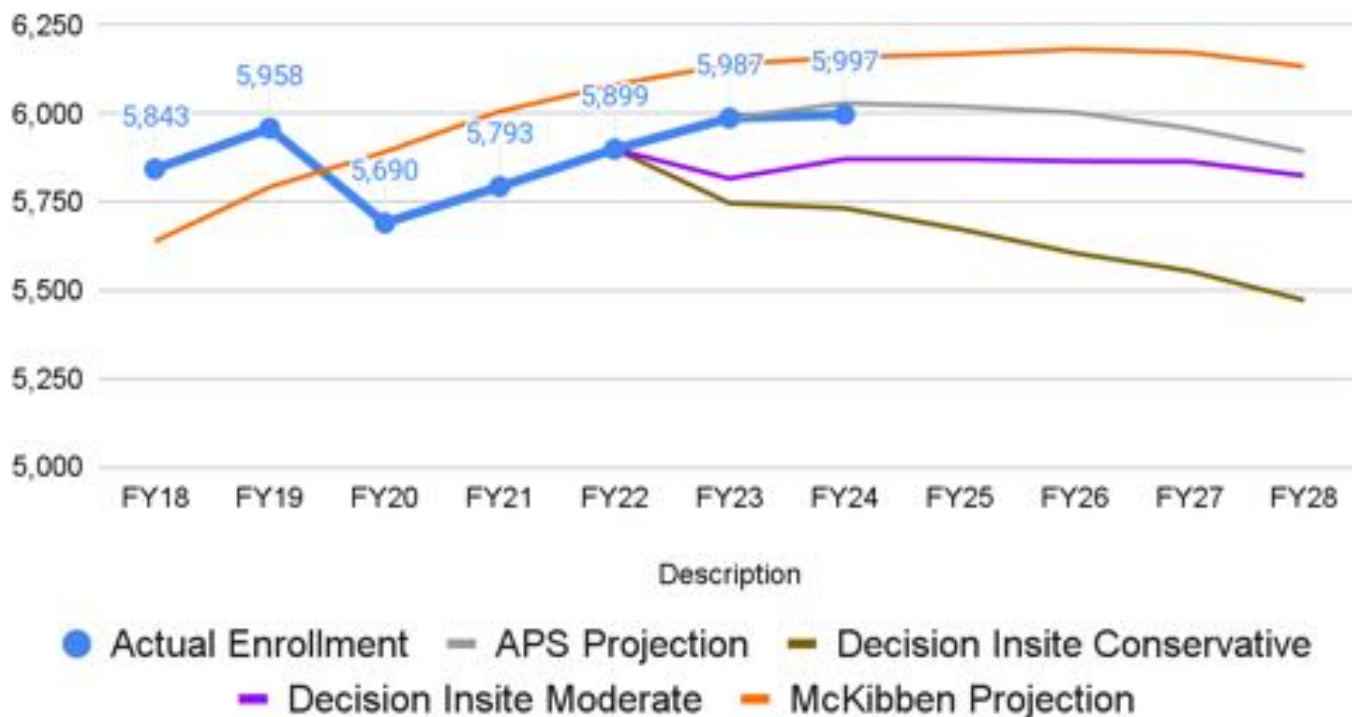


Arlington Public Schools enrollment had been climbing from 2012-2020. During that period the district added 1,399 students. Student population growth began at the early elementary level and moved up through the system. Prior projected growth was expected to slow slightly at the elementary and middle school levels. Initially, High school enrollment was expected to be impacted by the opening of the new Minuteman Vocational Technical School together with the start of construction at Arlington High School. However, all-in projections showed growth continuing district-wide.

In March 2020, schools faced unprecedented challenges due to the global pandemic. With regard to student enrollment for the 2020-21 school year, Arlington, like many districts nationwide, saw the deleterious effect on enrollment, but enrollments have rebounded since the pandemic and are now leveling off.

The chart on the next page shows Arlington Public Schools mathematical projection for FY25 completed using the formula used in prior internal enrollment projections compared to three potential forecasts provided by DecisionInsite and McKibben. The chart shows actual enrollment from FY18 to FY25, and projections for FY26 through FY28.

## APS In-district 10-year Enrollment



It is important to understand the difference between an enrollment forecast and the enrollment projections that have been done within our district. An enrollment projection mathematically extends past changes in enrollment into the future. An enrollment projection may provide somewhat of a guess at what will happen with enrollment. The disadvantage is that a projection will never be able to predict changes in the enrollment pattern before they happen. Our enrollment projections are based on a five-year weighted average, which generates a continuity rate from one grade to the next. Please see the formula on the next page.

An enrollment forecast, on the other hand, looks at a variety of factors, including, but not limited to, interest rates, housing stock, real estate markets and rates, employment, birth and death rates, ages of current residents, housing turnover rates and many other elements which help pinpoint more closely likely changes to the current enrollment.

### *APS Projection Formula:*

*The continuity rate for FY2025 enrollment projections uses FY2020 continuity rate. This rate provides the baseline enrollment growth projection trend prior to the COVID-19 pandemic. This projection provides the most accurate projection that we have seen when comparing to other methodologies. To calculate the grade one continuity rate for FY2020, the formula would be as follows, where Gr1 indicates Grade One population, Kg indicates Kindergarten population, and the subscript indicates the year.*

$$\text{Gr1 Rate} = \left( \frac{\left( \frac{\text{Gr1}_{2016}}{\text{Kg}_{2015}} \times 1 \right) + \left( \frac{\text{Gr1}_{2017}}{\text{Kg}_{2016}} \times 2 \right) + \left( \frac{\text{Gr1}_{2018}}{\text{Kg}_{2017}} \times 3 \right) + \left( \frac{\text{Gr1}_{2019}}{\text{Kg}_{2018}} \times 4 \right) + \left( \frac{\text{Gr1}_{2020}}{\text{Kg}_{2019}} \times 5 \right)}{15} \right)$$

### *In-District Student Enrollment from 2019 - 2023*

School	Grades Served	10/1/2019 Enrollment	10/1/2020 Enrollment	10/1/2021 Enrollment	10/1/2022 Enrollment	10/1/2023 Enrollment
Arlington High School	9-12	1,411	1,409	1,483	1,527	1,609
Ottoson Middle School	7-8	899	892	906	922	941
Gibbs School	6	486	483	452	511	468
Bishop Elementary School	K-5	440	381	390	401	391
Brackett Elementary School	K-5	535	465	442	425	423
Dallin Elementary School	K-5	472	425	426	415	409
Hardy Elementary School	K-5	444	405	410	397	383
Peirce Elementary School	K-5	307	305	326	364	335
Stratton Elementary School	K-5	450	446	453	435	437
Thompson Elementary School	K-5	514	479	505	502	522
Menotomy Preschool	Preschool	89	65	73	88	79
<b>Total</b>		<b>6,047</b>	<b>5,755</b>	<b>5,866</b>	<b>5,987</b>	<b>5,997</b>

### ***APS Student Demographics 2019-2024***

The APS 5-year Strategic Plan is designed to improve the school experience for ALL APS students with a focus on educational experiences that enhance joy, growth, and belonging across departments and schools in APS. The Plan explicitly names 5 Focal Groups as areas of concern and targeted support, and names that these student groups may require additional resources over the course of the 5-year plan. These groups include:

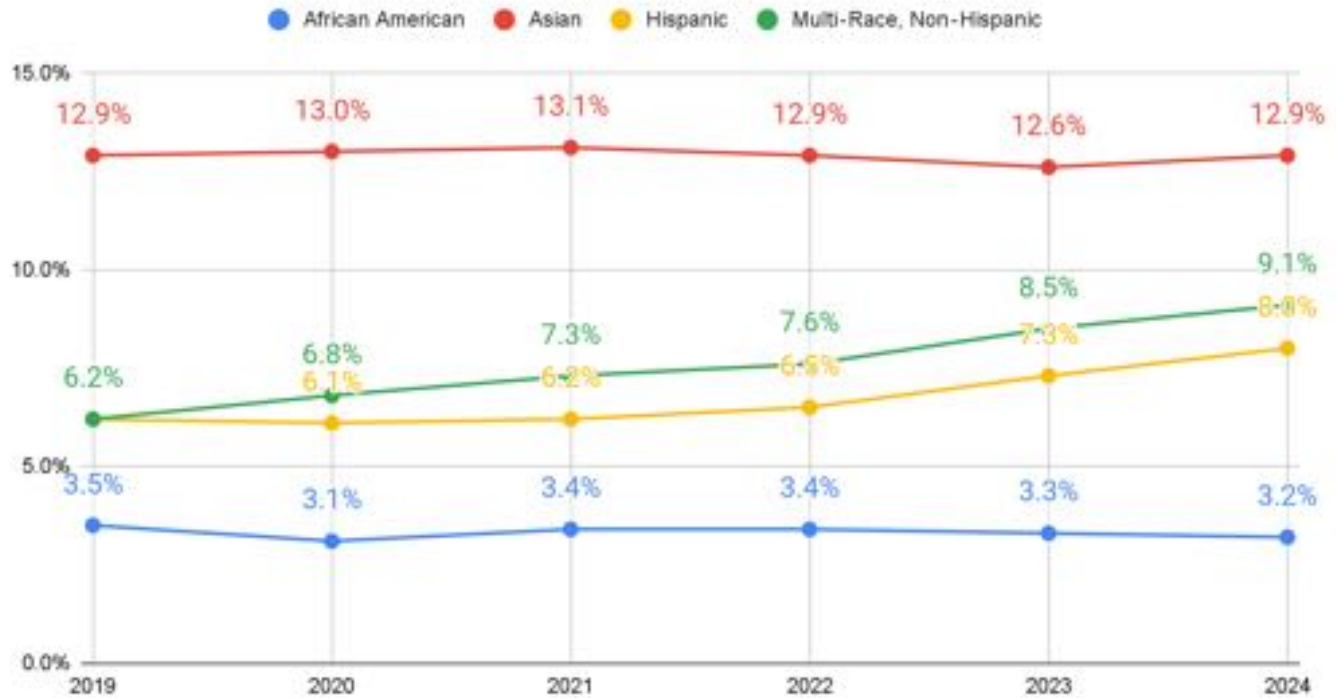
- Students, and the families and teachers of students, who have IEPs
- Students, families, and staff who identify as Black or Hispanic/Latino
- Students, families, and staff who identify as non-binary, lesbian, gay, bisexual, transgender, queer, intersexual, and asexual (LGBTQIA+)
- Students who are multilingual learners (MLs) and their families, as well students and families who speak a language other than English as their primary language in the home
- Students and families who are low-income

The percentage of students in these focal groups has been steadily increasing over the past five years, requiring increased investments in support systems and staffing to support individual student needs. The graphs below demonstrate:

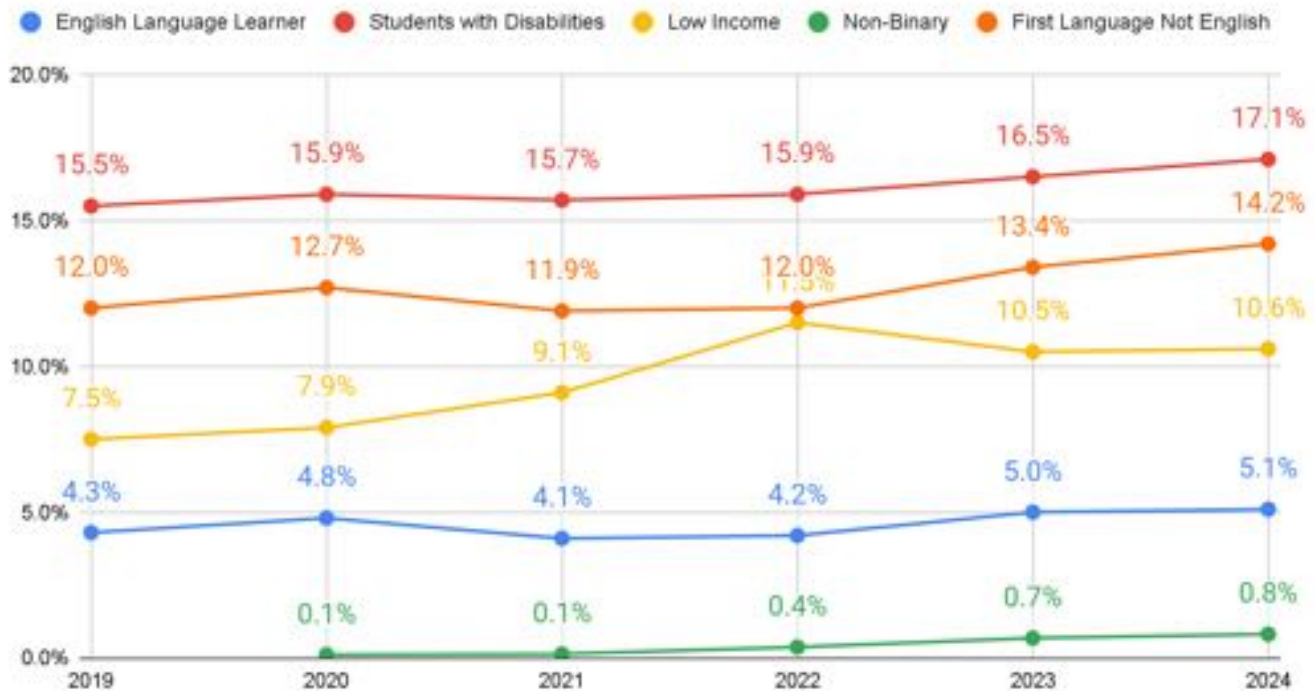
- Stable populations of students who identify as Black/African American or Asian;
- Steadily increasing populations of students who identify as Hispanic or Multi-Race, Non-Hispanic;
- Steadily increasing populations of English Learners,
- Steadily increasing populations of students with IEPs,
- Steadily increasing populations of students from income-insecure households, and
- Steadily increasing populations of students who identify as Non-Binary.

Taken together, these increasing populations also impact the number of students who are identified as “high needs,” an aggregate category that includes many of our focal group indicators. One graph below also depicts the steady increase of students identified as high needs, from 25.9% in 2019 to 28.9% in 2024.

### APS BIPOC Student Population, 2019-Current



### APS Other Focal Group Populations, 2019-Current





## APS Students Identified as High Needs, 2019-2024



## Schools

### **Arlington High School**

AHS continues to provide high levels of academic quality and a positive environment. Over the last 10 years, Arlington High School has worked steadily on increasing academic achievement, equity, and school climate by working on a number of improvements in program structure, classroom instruction, disciplinary practices, student leadership, technology, and facilities. AHS budget needs are currently driven by enrollment growth, the building project, student needs, and the district strategic plan.

Arlington High School (AHS) enrolled 1,610 high school students as of October 1, 2023, an increase of 73 students from 2022.

AHS has just entered Phase 3 of our 4-phase and 5-year building project. In the current school year (SY 2023-24), and again next year (SY 2024-25), we will contend with mid-year moves into new facilities. This creates opportunities as well as challenges for programs and staff. New programming and logistics take time, affect scheduling, and create disruptions. Maintaining our up-to-date, 400,000 sf facility requires resources and expertise. New programs have needs for staffing and expenses. With the opening of Phase 2, we are now developing curriculum and programs for our new Library, Student Center, Student Cafe, Smartlab, and numerous other new spaces. In the 2024-25 school year, with the opening of Phase 3 mid-year, will be adding new spaces for Athletics facilities, Main Office, LABBB, and Community Education.

In the past year, we are pleased to see improvements in our data on relationships, school climate, and attendance. Student needs for social emotional growth and support have been elevated in recent years and these are a major focus of our district strategic plan.

### **Major Accomplishments and Highlights for 2023**

AHS continues to provide high levels of academic quality and a positive environment. Over the last 10 years, Arlington High School has worked steadily on increasing academic achievement, equity, and school climate by working on a number of improvements in program structure, classroom instruction, disciplinary practices, student leadership, and technology.

This past year, we were thrilled to enjoy new facilities in the Phase 1 sections of the new high school building. With the opening of Phase 1, the fading of COVID-based disruptions, and renewal of our programming around belonging and social-emotional learning, we have begun to see improvements in relationships and school climate.

In the fall of 2023 we contended with another mid-year move as we occupied the Phase 2 sections of the new building. The year began in the old spaces at over 100% capacity and the building project continues to complicate logistics. This impacts programming and scheduling. Moving in the middle of the year put added strain on staff. Many students continue to deal with the social and mental health impacts of the past few years of disruption associated with the pandemic and the larger social environment.



The move into the Phase 2 sections of the building opened up the new humanities classrooms, student center, and library. This is already beginning to reap benefits as we learn to use the new space. We have launched a range of new offerings in arts and engineering, including revising the visual arts curriculum and adding a number of interdisciplinary collaborations. We were able to use the new cafeteria to host homecoming, our largest dance in many years, with over 500 students attending. The new spaces also allowed AHS to host a statewide speech and debate competition this fall, with over 500 participants.

Following the conclusions of a study group on leveling practices and equitable access to deeper learning, the AHS English Department launched a pilot of heterogeneous grouping in grade 9 English classes. This means that all English 9 students in general education classes are grouped together in their English classes and can choose their level of curriculum challenge (for more information see [Heterogeneous Grade 9 English Fall 2023 Report](#)). Now in its second year, the program continues to run effectively and has shown significantly higher levels of Curriculum H participation across multiple subgroups along with consistent measures of learning and classroom climate.

For the second year, a trained group of Arlington Public School staff facilitated full-day Voices United Student Leadership Workshops for all grade 9 students. The training is designed to help students understand and address instances of bullying, bias, harassment, and degrading language among their peers. The Voices United training supports the notion that while teacher training and commitment is important, only student leadership can change interactions and climate among students. These workshops helped our students develop the understanding and skills they need to build a school community that is more positive, safe, and inclusive (for more information see [Voices United description](#)).

AHS continues to focus on social-emotional learning, cultural proficiency, and educational equity. Last year, we welcomed the return of Wellness Workshops in the fall and Inclusion Workshops in the spring.

All students participated in Wellness Workshops for one hour weekly throughout the month of December as part of their advisory program (for more information on see [Wellness Workshops article](#)). These Wellness Workshops are part of an annual program started by AHS Social Worker Andrea Razi over 15 years ago. The goals of the event are to:

- Increase awareness and decrease stigma associated with mental health struggles.
- Practice self-care skills and promote help-seeking behaviors.
- Take a break from the usual routine and provide time for community members to come together and take care of themselves.

The Inclusion Workshop programming followed a similar format to the Wellness Workshops. Inclusion Workshops are intended to highlight and support diversity, equity, inclusion, and belonging in the school community through activities that promote sharing and discussion ([Inclusion Workshop article](#)). Over the three week period, students in all grades attended two one-hour workshops and one keynote assembly. The young people signed-up in advance, and every effort was made to enroll them in their preferences. Every student attended the keynote address, a message of love, inclusion, and trust presented by the Director of Diversity, Equity & Inclusion in the Scituate Public Schools jamele adams. jamele adams especially enjoys having students create artwork during his talks, so easels were set up along the stage behind the speaker. Volunteers came forward to participate, and the resulting works were then displayed in the Art wing of the high school. jamele adams also shared his message in an open workshop for the community on May 2.



### ***AHS Athletic Highlights and Accomplishments for 2023***

In the Winter 2022-2023 season we had three teams win Middlesex League Liberty Division Championships Boys Basketball, Boys Ice Hockey and Wrestling. Those three teams and Girls Ice Hockey qualified for the MIAA State tournaments. We also had a number of students from Indoor Track, Alpine Ski, Boys Swimming, Wrestling and Gymnastics advance to MIAA State Tournament events.

During the Spring 2023 season we had over 450 students registered in nine different programs. Softball, Volleyball, and both Tennis Teams qualified for the MIAA State Tournament. We also had many student athletes from the Track Teams qualify for the MIAA State Meet.

For the Fall 2023 season we had 556 students registered to participate in ten different programs. Cheerleading, Field Hockey, Football, Golf, Girls Volleyball, Girls Swimming and both Cross Country Teams qualified for the state tournament. The Girls Cross Country team had an impressive year winning the Middlesex Liberty Division, Middlesex League Meet and MIAA 1B Divisional Championship. The Girls Cross Country Team also finished runner up in the MIAA Division 1 All State Championship.

Winter 2023-2024 we have over 500 students registered in twelve different sports. Nordic Ski will begin their first season this winter as an official MIAA sport.

## **Ottoson Middle School**

The Ottoson Middle School is a seventh and eighth grade school that has an enrollment of 944 students with over 125 staff members. The Ottoson School Community is an environment where students and adults strive to create a personalized learning environment that promotes academic excellence and empowers students to achieve their maximum potential. Through a model designed to target social-emotional needs, learners are welcomed into a school environment where student needs are centered around their academic growth focused on the motto Excel, Empower, and Engage.

### **Major Accomplishments and Highlights for 2023**

The Ottoson Middle School continues to provide a quality education for its growing student population. The Ottoson school community was extremely proud of its state's accountability score, which was 98% this year. The score meant that out of the 1,539 schools in Massachusetts that had an accountability score, Ottoson tied for 18th. In 2022, Ottoson had an accountability score of 97%. Additionally, our chronic absenteeism rate was 9.6%, which was well under the state average of 22%.

Ottoson is able to provide this quality education while growing. This year there are 944 students attending the Ottoson Middle School. This was an increase from the 922 students at the Ottoson during the 2022-2023 school year, and the 906 students during the 2021-2022 school year. Next year, the Ottoson will continue to grow. Fortunately as the student population has increased, the Ottoson has been able to increase the number of teachers, which have kept class sizes small. This year, like last year, students were divided into ten learning communities which include an English teacher, math teacher, science teacher, social studies teacher, and special educator. With a little less than a hundred students per learning community, it meant that core class sizes are approximately twenty students per class. We are very grateful for the financial commitment the town has made to the Ottoson.

As the Ottoson continues to grow, we understand the importance of making sure that all students feel a sense of belonging. We know that when students feel a sense of belonging, student attendance is better and achievement increases. To increase a sense of belonging, last year we expanded our extra curricular activities. Some of the new extracurricular clubs this year included affinity groups, a guitar club, a garden club, and a student council. This was in addition to our popular extracurricular cross country team, drama club, chorus groups, bands, and orchestras. Also, last year the Ottoson had four groups participate in the History Day's National Competition at the University of Maryland. One of the groups placed first overall.

Although a majority of the students are doing well at the Ottoson, there are some focal groups that are not achieving as well as their classmates. Following the district's five year plan, this year we are focusing on the achievement of students that identified as Black or Hispanic, are in our special education program, are multilingual learners, and/or students from a lower socioeconomic status. We want all our students to achieve at the highest levels possible, and have outlined our goals in the OMS School Improvement Plan.



## **Gibbs School**

The Gibbs School community is an environment where students and adults work cooperatively to strive for academic excellence and social-emotional growth. Our community encourages being:

- **Understanding** of each other's differences and what makes us unique
- **Unified** in our efforts to support each another's ability to grow and learn
- **Unstoppable** when reaching for our personal aspirations and community goals

Currently, Gibbs has an enrollment of 470 trailblazers. Our vision, mission, goals, and core values are supported by 76 Amazing Faculty and Staff, including our Nurse, Building Subs, Custodians, Main Office Staff and Cafeteria Staff.

Additionally, our trailblazers' at Gibbs are supported by APS After School Program Staff, Parks & Recreation, Arlington Community Education (ACE), Curriculum Directors, School Council members, GO-PTO, Leadership Team Members, the Superintendent & her Cabinet members, School Committee, and of course our unstoppable parents!

### **Major Accomplishments and Highlights for the 2023 School Year**

We entered the 2022-2023 school year hopeful to see our new trailblazers already re-acquainted with being back to school in a brick-and-mortar mode. It was with much excitement and apprehension that we re-instated our tradition of visiting the 5th graders at each of the seven Arlington Elementary Schools, bringing them greetings and news from their future school community: The Gibbs School! As a result of seeing how much our students were affected by the myriad of abrupt changes brought on by our responses to dealing with the COVID-19 virus, from reflecting on feedback received from our parents/guardians, and most importantly from observing the social emotional and at times mental health struggles of the students, we instituted a "First Nine Days" induction for our incoming trailblazers.

The First Nine Days was our way of responding to effectively and intentionally planning to welcome students from seven different school climates into one school. Our team went to work and put together a thoughtful curriculum of activities to create and form a welcoming, trusting, and collaborative environment for our trailblazers from day one. For the "First Nine Days" of school, students had opportunities to participate in many team building activities with their peers while they learned about the three Us, i.e., what it feels like, sounds like, and looks like, to being an Understanding, Unified, and Unstoppable trailblazer! We are fortunate to be a Responsive Classroom School, therefore, we are able to continue to embed these practices into our trailblazers' day on a daily basis through their advisory time and also in more subtle manner throughout the school day.

Students and staff's social emotional wellness and awareness continued to be an area of priority for our school. Our adult trailblazers embraced these values and continued to excel at embedding these practices into their work and classrooms daily. The positive results of these endeavors were evident in our school's welcoming and calm environment, and highlighted in our sixth graders' consistent level of proficiency in their spring 2023 MCAS overall performance. In fall 2022 we held our 3rd Annual "Gibbs Day" on the Boys and Girls Field by Spy Pond; all of our students and staff attended this event in addition to many of our directors and district partners who often join in some of the "First Nine Days" induction activities with our trailblazers. It was heartwarming to see our students in community with each other, collaborative, joyful, and open only two weeks into the school year in spite of arriving from seven different schools. Gibbs ended the 2022 - 2023 school year by

shifting our focus to prepare and welcome our incoming 5th graders. Below are a few of the successful activities and services delivered for our current 6th graders:

- ❖ Gibbs Administrators accompanied by one of the School Counselors, a core classroom teacher, and an exploratory classroom teacher visited each one of the seven (7) elementary schools for Q&A with the 5th graders.
- ❖ Gibbs School hosted a guided tour for the 5th graders facilitated by the School Counselors and many of our very Unstoppable Trailblazers who acted as guides ushering their younger peers around the building, sharing some of the excitement of being a Gibbs Trailblazer with them.
- ❖ Trailblazers' Guide to Gibbs, a 3-day camp-like activities held at Gibbs and facilitated by Gibbs School Staff to provide an opportunity for our incoming students to get to know the physical space and meet each other. **(319 students)** were in attendance.
- ❖ The Gibbs Administration held a series of forums for our incoming parents/guardians throughout the summer. We took a tier approach to these conversations. Traditionally we have held a minimum of three (3) whole school parents/guardians forums; at least one of those is held virtually. We also held a forum for parents/guardians of Multi-language learners, and/or parents/guardians of students with individualized education plans.
- ❖ A total of 12-14 teachers and staff participated in the facilitation of the "Trailblazers Guide to Gibbs" for our incoming students, under the leadership of Gibbs/APS Teacher, Ms. Elizabeth Morse.
- ❖ To continue our unified work to support our trailblazers, 76 staff members in addition to doing their official job assignments, **more than 40% are engaged in leading an after-school activity; an AM/PM fun group; and/or have joined a leadership team to contribute in advancing the goals, mission, and vision of our school.**

This level of commitment and involvement with our students and community emphasizes the reasons for our students' academic success and achievement for the 2022-2023 school year.

Lastly, but not least, out of the continuous and pressing needs for our trailblazers desire to assert their voices, speak to their identity, similarities and differences, a few members of our staff again stepping up like trailblazers did create a number of extended advisory lessons, called "Project U" to afford our student the time and space to begin to explore some of those topics in a safe, inclusive space. This group is also working collaboratively with the Gibbs DEI Leadership Team to work on short-term and long-term goals for our school members, students and community partners. We look forward to continuing our work in this area to report on our accomplishments in 2024.



## **Bishop Elementary School**

Bishop is a fully inclusive K-5 elementary school with slightly fewer than 400 students. Every community member lives by the three main Core Values of Respect, Responsibility, and Regard - with students and staff showing respect to everyone we encounter and the materials we use inside and outside of the school, the responsibility of taking care of ourselves and others, and the environment around us, and having regard for others and their differences. The adults in the building reference these three core values whenever appropriate with students and with each other.

### **Major Accomplishments and Highlights for 2023**

Bishop is in the third year of the DESE's PBIS training and implementation along with other schools in our district. PBIS stands for Positive Behavioral Interventions and Supports and is a research based SEL (Social and Emotional Learning) framework that has provided Bishop a structure to create school-wide expectations. The "Bishop Blue tickets" give teachers an all-school acknowledge system for students who demonstrate behaviors that exemplify our core values of respect, responsibility, and regard for others.

With the addition of a full time math and literacy coach housed in our building, Bishop has strengthened its collaboration during our weekly ACE meetings. Each week one of our curriculum coaches joins the grade level classroom teachers to provide needed support around data analysis, assessment planning, and curriculum development. They also provide in-class assistance to our new teachers as a common practice and many other teachers throughout the year.

## **Brackett Elementary School**

The Brackett School is a vibrant and active learning community where we find joy in learning together guided by our mission, vision, and core values of respect, responsibility, and love of learning. The life of Brackett School is our 425 students and 70 staff members in Grades K-5 classrooms. The Brackett Elementary School community develops confident, caring, resilient, and responsible students who strive to achieve their personal best. Our community provides a safe, welcoming, and supportive learning environment with high expectations where everyone feels a sense of belonging, strong, healthy relationships are cultivated, and achievements of all kinds are celebrated.

### **Major Accomplishments and Highlights for 2023**

The Brackett School believes that academic and social-emotional learning are equally important and interconnected to each other. Our learning community provides meaningful and engaging instruction because we actively and deliberately work to invest students in their learning. We work to strengthen healthy relationships, partner with families, and instill in students the power to share their voices and to contribute to the Arlington community. We cultivate curiosity through discovery and exploration, and we facilitate and focus every faculty meeting on our initiatives through professional development. Our teaching staff is nurturing the qualities necessary for building equity, excellence, and academic and social-emotional growth for all students.

A few highlights from 2023 include:

- The retirement of longtime principal Stephanie Zerchykov after 17 years at Brackett Elementary and subsequent the hiring of Dr. Gretchen Vice, principal, and Michael Vanderlaine, assistant principal.
- Elevation and refinement of science-based reading instruction and evidence-based pedagogical approaches in literacy including:
  - implementation and communication about the early literacy screener in grades K–5 and
  - piloting of the new EL Education Language Arts Curriculum in grades 1 and 3
- Focus on data analysis and small instructional improvements through the introduction of inquiry cycles into the ACE meetings with the principal, literacy and mathematics coaches, district coaches, and grade-level/specialist faculty.
- Further development of the Instructional Leadership Team established in 2022, focused on collaboration to improve instruction by focusing on student learning, identity work, and culturally appropriate teaching practices.
- Spring 2023 faculty workshops and family presentations with Consultant Carlos Hoyt to deepen the Brackett Community in the understanding of identity, and how to engage students in conversation around culture/race.
- Creation of faculty committees in Fall 2023 to support operations, building community expectations, community connections, sunshine/faculty celebrations, and peer observations.
- Strengthened family engagement through weekly communication, monthly coffees with the principal, re-envisioning of the school website, and working with the PTO and School Advisory Council.



- Continued implementation of a student government model for fifth graders and the introduction of Fifth Grade Safety patrol, increasing student voice in school spirit activities, student issues, community service work.
- Collaborations between families and the school that demonstrate the strong supportive culture that values Brackett traditions including:
  - Our commitment to STEM through Math mornings, the Brackett bank, Family Math nights, Water Bottle Rockets, Chemistry Week, Astronomy Nights, the Hour of Code, 4th and 5th grade Science Fair, Chick Hatchings and much more!
  - Our commitment to service through events such as the Pumpkin Rescue, Arlington Eats Food Drive, the Brackett Read-a-thon, the Scooper Bowl, and Holiday Gift Giving to Families in Need.
  - Our commitment to celebrating diverse educational experiences through events such as reading buddies, Celebratory Teas for writing and projects shares, Culture and Creativity Night, author visits, cultural enrichment programs supported by the PTO and presentations integrated with grade-level curriculum.

We are grateful for the support of the Arlington citizens and know that our successful year was centered on the tremendous contributions of the entire Brackett community.





## **Dallin Elementary School**

Dallin Elementary School proudly serves the families of roughly 425 students in the Arlington Public School District. Our school has more than 65 staff and 21 classrooms K-5, including two multiage, special education classrooms for students that require more specialized support across their day. At Dallin, our students learn to embody three Core Values - Courage, Respect, and Responsibility. These values are entwined into the day-to-day classroom learning that students receive, as well as whole school activities that connect us across the spectrum of identities that define our community. At Dallin, we believe that academic learning is as important as social and emotional learning and both are integral to the education of our students.

### **Major Accomplishments and Highlights for 2023**

The Dallin Elementary community has pride in our school and the experiences we create every day. Educators, students, and families enthusiastically support our students, adding to the overall kind and compassionate culture of our learning community. Each year, we do our best to respond to our students' needs using a range of academic outcomes and student feedback to guide our work. This year, our teachers are focused on cultivating a sense of belonging aligned to the Arlington Public School District's Vision for Learning, along with continued efforts to promote literacy equity for all children in our care.

A few highlights include:

- Piloting EL Education, an innovative literacy curriculum, in 2nd & 3rd grades as part of the district's broader rollout next year. Backed by research and engaging content, EL Education sparks curiosity, deepens understanding, and builds a love for learning. We're already seeing deeper engagement, improved comprehension, and confident voices in our students.
- Meaningful connection, and problem-solving and planning during our weekly grade-level teacher planning meetings in collaboration with our mathematics coach and new mathematics intervention teacher, and building-based literacy coach.
- Agency Blocks, a choice-based model of specials that we piloted last year with the support of our full-time specialist and district digital literacy teachers. Students have the opportunity to experience additional Art, Music, PE, SEL, and Digital Literacy.
- Dallin's active parent-led STEAM committee continues to organize and offer engaging and hands-on programming to all Dallin students. Each grade level has a Science Friday that provides exposure to and exploration of new science concepts with parent leaders. Science Day brings 15-20 Boston scientists into school to demonstrate some of their work and pique students' interest to prepare for Dallin's Science Expo where K-5 students try to solve a problem within our community using the engineering design process or the scientific method. Students then present their learning and the poster they created to the community.
- Cultural Enrichment Assemblies supported by the generosity of Dallin's PTO. This year we enjoyed a presentation from the Northeastern University dance troupe demonstrating garba, an Indian folk dance, highlighting Navratri and Diwali. This spring, we'll have 2 more assemblies this spring tied to learning in the classroom.









## **Hardy Elementary School**

Hardy Elementary School is a community of approximately 400 students in grades kindergarten through 5th grade. We have 21 classroom sections including a supported learning center for grades K-3. At our elementary school, we affirm that:

- All students can experience success.
- All students develop a sense of community within a supportive and inclusive school culture.
- All teachers are skilled at educating young students, including developing cultural proficiency in their practice.
- All adult members of the school community recognize the varied academic, social, and emotional developmental needs of young students.
- All teachers and administrators work collaboratively across disciplines and grade levels.
- Social-emotional learning along with health and wellness is promoted as integral components of the learning experience.
- Families are recognized as essential partners in the school community.

## **Major Accomplishments and Highlights for 2023**

- The Hardy School continued the 2022-2023 school year with a focus on both equity and excellence. One target area that remained central was looking at the social-emotional learning (SEL) and mental health of the students. Positive behavioral systems (PBIS) continued to be implemented as one means to recognize and elevate a positive school culture.
- The Hardy School continued to open up more to the wider school community, recognizing the key role the school plays in the health and well-being of the neighborhood surrounding the school. Our teacher leaders continue to be critical to this work and we value their dedication to an equitable and always engaging school environment. At Hardy, the words **Hand, Mind, and Heart** from our logo have been translated into the actionable ways we are **Safe, Kind, and Responsible** each day.
- In the spring of 2023 the Instructional Leadership Team (ILT) was further developed and their role in the school as instructional leaders was further solidified as we collaborated on creating structures for communication. Our teachers, as always are our greatest resource, and appreciate and recognize their devotion to their craft and their professionalism always seeking continual growth as well as continuously recognizing, embracing and honoring the unique needs, talents and backgrounds of the student body.
- Finally, our partnerships with families continue to grow stronger as we work with volunteers to increase our understanding of each other and share our cultural practices. Our volunteer pool and community events continued to grow. We thank our entire community for the endless support and know that 2023 will be equally successful at Hardy.
- 2023 was a year of transition yet continued growth for the Hardy school. At the conclusion of the school year a relatively long standing principal decided to move on to a new professional role and the decision was made to appoint an interim for the following school year.



## **Peirce Elementary School**

Peirce Elementary is an outstanding elementary school. In our building we have approximately 330 students and 55 faculty members, and on any given day, numerous family members volunteering in our classrooms and library. We are a K-5 elementary school with 17 sections, as well as a supported learning center for students with dyslexia.

We pride ourselves on being a tight-knit community of families, educators and students. Further, we are proud of all of our educators, including our after-school teachers, our after hours programming and - our 4th and 5th grade Chorus!

Our mascot is 'Feathers the Flamingo' and our school motto is "Flamingos Flock Together!" Welcome to the Flock.

### **Major Accomplishments and Highlights for 2023**

We have focused on improving student engagement across all grades and subject matters, and we are seeing results! In language arts, we have focused on using discussion techniques that allow students to share their thinking, to listen to peers and to have high level conversations with one another. Our upper grade students frequently have discussions about open-ended topics where students feel confident and comfortable sharing a range of ideas and opinions. We are so proud of our students and our teachers.

We did very well across grades 3, 4 and 5 on the 2023 MCAS. Students demonstrated high achievement and high growth. Below are some highlights from the MCAS test.

- In math, our students had an overall SGP of 59.5 and our students in the high needs category had an SGP of 63.6.
- We have "narrowed the gap" in reading and language arts instruction as students progress from Kindergarten to 3rd grade. By third grade, over 80% of our students are at or above benchmark in reading instruction.

We found some strong wins in culture and climate data.

- Our students reported an increased feeling of rigorous academics, around feeling a sense of belonging at school, and with teacher-student relationships.
- 75% of our staff reported feeling a positive sense of belonging in the workplace which was a 17 point increase from the previous year.

We made a small dent on improving student attendance. We note this though as many school districts and schools have seen an increase, while Peirce has seen a minor decrease. We completed a new playground project with the support of APS facilities, our school committee and Arlington Parks Department. Thank you for helping us create a space where students can play basketball, four square, kickball, choose from an array of swings and climb to new heights on our structure!



## **Stratton Elementary School**

Stratton School opened the 2022-23 school year with 435 students and 80+ faculty and staff. Stratton is home to the largest substantially separate Special Education program in the district, with 30 students serviced in 3 classrooms. Stratton is proud of its close collaboration with many universities and programming partners. Faculty include a large number of district mentor teachers. Families at Stratton School are tightly connected to the work of the school, with a robust and supportive PTO and School Council. Parents have also joined the pool of substitute teachers during the current staffing shortage, and volunteered to supervise lunch and recess, demonstrating the deep school-home connection that is the Stratton community.



### **Major Accomplishments and Highlights for 2023**

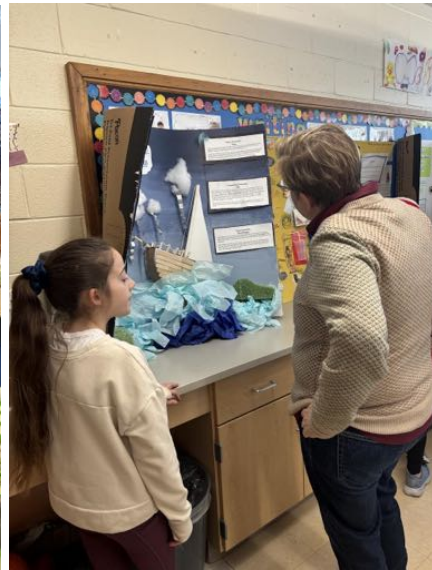
The Stratton School community believes that academic and social-emotional learning are equally important and interconnected. Our learning community provides meaningful and engaging instruction because we actively and deliberately work to invest students in their learning. We work to strengthen healthy relationships, partner with families, and instill in students the power to share their voices and to contribute to the Arlington community. We cultivate curiosity through discovery and exploration, and we facilitate and focus every faculty meeting on our initiatives through professional development. Our teaching staff is nurturing the qualities necessary for building equity, excellence, and academic and social-emotional growth for all students.

A few highlights from 2023 include:

- Retirement of principal Michael Hanna and subsequent hiring of Amy Kelly as principal
- Elevation and refinement of science-based reading instruction and evidence-based pedagogical approaches in literacy including:
  - implementation and communication about the early literacy screener in grades K–5 and
  - piloting of the new EL Education Language Arts Curriculum in grades 1 and 5
- Introduction of a school wide positive behavior plan to clearly articulate behavioral expectations and responses
- Focus on data analysis and small instructional improvements through the introduction of weekly Professional Learning Community meetings with the administration, literacy and mathematics coaches, and grade-level/specialist faculty.
- Further development of the Instructional Leadership Team established in 2022, focused on collaboration to improve instruction by focusing on understanding and building a multi-tiered system of support for academics, social, emotional and behavioral learning

- Increased professional development and consultation to support the SLC staff
- Faculty workshops to deepen the educators understanding of identity and culturally responsive teaching
- Strengthened family and staff engagement through regular communication, monthly coffees with the principal, and working with the PTO and School Council
- Elevation of the DEI Council and Rainbow Alliance to support more school events and initiatives
- Our commitment to service through events such as the Wooden Spoons Project for Arlington Eats, Food Drives, the Stratton Pride-a-thon, and Holiday Gift Giving to Families in Need.

We are grateful for the support of the Arlington citizens and know that our successful year was centered on the tremendous contributions of the entire Stratton community.







## **Thompson Elementary School**

Thompson School currently has over 520 students and 80+ staff members. We take great pride in the diversity of our community and our commitment to the academic, social, and emotional well being of all of our students. We strive to meet the needs of our students as we continue with recovery of pandemic learning, provide ongoing support of our staff as they deliver curriculum, and support the needs of our families.

### **Major Accomplishments and Highlights for 2023**

This year we have been fortunate to support a diverse book initiative in partnership with our Diversity and Inclusion Group (DIG), adjust our schedule to support Social-Emotional Learning and Support Staff partnership with classroom teachers, and further elevate our Positive Behavioral Interventions and Supports work. In addition, we have supported numerous Professional Development opportunities, including Orton-Gillingham training for a member of our Multilingual Learner team. With the addition of our Inclusion Specialist position, we are working to support students in classrooms to regulate, access curriculum, and receive the targeted intervention needed.





## **Menotomy Preschool**

Menotomy Preschool is so excited to go back on the Arlington High School campus. Our new facility includes 8 classrooms which will afford us the ability to expand our program to continue to meet the needs of the Arlington community.

For SY25 Menotomy is asking for staffing to open an 8th integrated classroom. We are asking for a full time integrated preschool teacher and a full time specialized support person. We currently have 7 preschool classrooms. By opening the 8th classroom we would be able to expand our preschool openings both for tuition students as well as students with disabilities.



## **Major Accomplishments and Highlights for 2023**

Menotomy continues to support Arlington Public Schools youngest learners by offering comprehensive programming for students with and without disabilities. We have a full range of specialist staff including speech pathologists, an occupational therapist, physical therapist, and social worker, along with a part-time school psychologist and BCBA (Board Certified Behavior Analyst). We currently have approximately ninety (90) students enrolled in our integrated program, and an additional twenty-five (25+) students receiving weekly special education drop-in services at MPS.

This was our final year in our temporary location. While in our temporary location we were able to enjoy a brand new playground. We also continued to have students from the Arlington High School child development classes volunteer within our classrooms. We have been able to move from bi-weekly music classes to weekly music classes. We have also expanded our classroom libraries to include more picture books with more diverse characters and stories so our students see themselves within their classrooms and provide windows to other cultures and experiences. Classrooms also have alternative seating to accommodate all types of learners.

We are looking forward to our move in January to our brand new facility within the Arlington High School campus. When visiting the preschool, you will feel the positive energy and care our staff brings to the program each and every day. You will see the smiles on the children's faces and hear their laughter through the building.



## Curriculum & Instruction

### **English Language Arts (ELA)**

This department provides support for curriculum and instruction from K-12. Included are the following programs:

- Elementary Literacy coaching: seven coaches
- Elementary Reading Intervention: one lead reading teacher and reading personnel in each elementary school providing Tier 2 and 3 support for students
- Middle School English instruction for grades 6,7,8
- Middle School Reading instruction providing Tier 2 and 3 support for students
- High School English instruction for grades 9-12
- High School Reading instruction providing support for Tier 2 and 3 students

From Kindergarten through grade five, Literacy Coaches work with teachers via ACE meetings, individual sessions, classroom modeling, and planned professional development to support reading and writing instruction. The reading and writing curriculum we currently use includes the Units of Study for grades 1-5 and Tools of the Mind in Kindergarten. Foundations is implemented in grades K-3 and Heggerty in grades K-2. This year is a slow roll out with our new ELA curriculum, EL Education. Currently, two grades per building are implementing EL. Starting in the Fall of 2024, all grades K-5 will be implementing EL Education. For assessments, we use DIBELS three times a year for grades 1-5 and twice a year for grade K. Literacy Coaches support teachers in understanding the DIBELS data and digging deeper into the assessments to meet the needs of all learners. Teachers in the reading department work with individual students who need additional practice or instruction in the area of reading. This program is primarily a pull out system for students in Tier 2 or 3.

At Gibbs and OMS, the department consists of 15 English teachers and 6 Reading Teachers who provide students with opportunities to practice and develop their reading, writing, and speaking skills. Teachers use a variety of methodologies to help students increase their ability to express themselves in writing and orally; as well, teachers use a variety of textual forms to help students gain ownership of the written word, helping them to move beyond the literal to inference and metaphor. Reading is a pull-out service for students in Tiers 2 and 3.

The English department at Arlington High School consists of 18 English teachers (16.8FTE) and two reading teachers. Grades 9 students are participating in a pilot heterogeneous grouping project and grade 10 students can choose level A or H courses. The choices in grade 11 include A, H, and AP. Seniors choose their courses from a series of unlevleled electives in addition to AP Literature. Students are required to take four years of English.

### **Major Accomplishments and Highlights for 2023**

- Literacy coaches are assigned to individual schools and sit on Instructional Leadership Teams.
- Implementation of running records are increasing as a means of assessment in grades 4-5
- Revision of Progress Report standards at elementary
- Continuation of new questioning methods at grade 6
- Additional new titles to support DEI in grades 7 and 8
- Revised essential questions for courses 9-12 to support DEI work
- Offering 9th grade heterogeneous English classes
- Core Literacy Initiative at elementary



- 
- Peer observations with a focus on enhancing Academic Conversations in the classroom within the ELA department at AHS.

## **Science**

The vision of the Arlington Public School Science Department is to give students a science curriculum that enables them to explore and discover the world around them in order for them to have a deeper understanding of the world they live in. We aim to do this through practical and exciting experiences, which encourage curiosity and foster learning. We value and are committed to developing science skills and exposing our students to real science practices through hands-on, inquiry-based activities and laboratory courses.

The science curriculum provides students with the foundations to understand the inner workings of the natural world using scientific processes and concepts from all disciplines including earth science, biology, chemistry, and physics. This multidisciplinary approach, based around the Massachusetts State Standards and the Next Generation Science Standards, promotes curiosity and builds content knowledge along with core science practices to develop scientifically literate citizens.

### **Major Accomplishments and Highlights for 2023**

- The APS Science Department values inquiry-based, hands-on learning. We teach laboratory courses because we value and are committed to developing science skills and exposing our students to real science practices. This year, we were looking forward to creatively engaging students in new ways. We remained committed to making science accessible to all and continuing to incorporate hands-on, inquiry-based activities this year. We welcomed several new teachers to the department this year: Dr. Deb Kreutzer, Dr. Rohini Shivamoggi, Mr. Jesse Lopez at AHS, Mrs. Jennifer Gray and Ms. Kathleen Whiteman at OMS and Ms. Catherine Callahan at Gibbs.
- At the elementary level the science department is creating alignment (skills and content) with the new literacy program, EL. This involves the development of new lessons and changing the scope and sequence.
- As a result of analyzing MCAS results, it was noticed that students struggle with interpreting and extracting information from graphs and charts. As a result we have created “[Data Nugget](#)” Fridays, where a chart/graph is sent out each Friday so that students can practice analyzing, interpreting and asking questions about the data. Each grade level (3/4/5) has different data nuggets with increasing complexity.
- At the Gibbs School, Ottoson Middle School and AHS, teachers are continuing to develop a science curriculum that is more diverse. This includes expanding the idea of “science is only for the few” to “all people are citizen scientists,” as well as continuing to connect content to real world problems and increasing the opportunities for students to engage in Problem Based Learning (PBL).
- This is the third year APS will be piloting the Innovative Science Assessment, which moves the focus of Science MCAS from solely content-based to the application of content to real-world problems and experimentation. Teachers in grade 3-5, and 6-8 have been invited to participate in the PD.
- At AHS, we are continuing to develop our course offerings to add new courses and update the traditional AP courses to be more in alignment with the new AP course expectations.

- In grade 6-12 we are creating procedures and protocols for teachers to engage in peer observations as well as looking at student work.

### **FY25 Goals and Objectives**

- Continue creating vertical and horizontal alignment of curriculum content and academic skills, building from elementary school and including EL-specific high leverage strategies
- Deepen our curricular development to include more diverse perspectives and narratives through all courses
- Collaborate with our MLL colleagues to continue to develop appropriate SEI and SLIFE supports for multilingual students

## **Social Studies**

### **Our Vision**

The vision of the Arlington Public Schools History and Social Studies Department is to graduate students who:

- Deeply know how history informs the present
- Understand the world around them
- Engage in rigorous discussion with people whose views are similar and different to their own
- Focus on learning as a process and are comfortable self-assessing and reflecting on their own progress
- Feel connected to and supported by their communities
- Act as informed agents of change in our democratic and connected world

### **Mission**

The mission of the Arlington Public Schools History and Social Studies Department is to:

- Teach lessons that showcase all experiences, including how people whose voices have been historically marginalized, were, and continue to be, agents of change
- Utilize multi-modal lessons and authentic assessments, so students can multiple demonstrate their learning while developing life skills (i.e. communication, time management, metacognition, application of content)
- Plan curriculum that facilitates the mastery of:
  - Analytical reading skills
  - Writing techniques that effectively communicate historical and contemporary arguments
  - Collegial discussion
- Create learning environments where risk-taking is psychologically safe and the process of learning is valued and valuable
- Collaborate with our English-Language Support and Special Education colleagues to ensure all students have equitable access to the curriculum
- Provide a wide variety of high school electives, so that students have multiple opportunities to explore the various disciplines of social studies

### **Our Core Values:**

- Antiracism is an action
- Valuing authentic, real-world experiences where students can see the influences and impact of history in our communities and lives today
- Emphasizing historical thinking skills and mindsets
- Promoting civil discourse and collaboration among students
- Creating a more informed citizenry by building civic knowledge, dispositions, and participation
- Promoting diversity and belonging by representing diverse identities in the curriculum
- Affirming the rights and dignity of all individuals, while also acknowledging the ways that BIPOC groups have been disproportionately impacted by racist beliefs and systems
- Allowing students to demonstrate, synthesize, and apply their knowledge of history in line with 21st century media skills

### **Major Accomplishments and Highlights for 2023**

- 96% staff retention from 22-23; new hire as Elementary Social Studies Curriculum Specialist (former Peirce teacher)



- 12 staff (Elementary, Gibbs, OMS, and AHS) trained in debate-inspired classrooms by the Boston Debate League, aligning with many school-wide initiatives around academic discourse.
- Jay Barry (AHS), delivered keynote address at Massachusetts Conference for Social Studies. Shaina Byrne (Gibbs), Massachusetts Council for Social Studies Middle School Educator of the Year, attended the conference as well.
- Michael Sandler (AHS), received another round of support in the Decision Education Fellowship.
- Kevin Toro (AHS) attended AP Summer Institute at Howard University and began piloting AP African American Studies.
- Lisa Clark (AHS) received full funding through Teaching American History to study the Civil Rights Movement in Little Rock Arkansas.
- AHS staff moved into the new building!
- Co-hosted members of Congress, Katherine Clark and Maxwell Frost, with AHS
- Kaitlin Moran (Director), Michael Sandler (AHS) and Crystal Power (ES) will attend the National Conference for Social Studies in Nashville, TN. Sandler and Power are presenting.

### **FY25 Goals and Objectives**

- Focus on vertical alignment of curriculum content and academic skills, building from elementary school and including EL-specific strategies
- Deepen our curricular development to include more diverse perspectives and narratives through all courses
- Invest in high-quality content and pedagogical professional development to ensure APS students have access to the highest quality teaching and learning
- Collaborate with our MLL colleagues to continue to develop appropriate SEI and SLIFE supports for multilingual students



## **World Languages**

The goal of the world languages program is to support students in developing proficiency in a language other than English and to understand the cultures where those languages are spoken, in order to become responsible global citizens. Our curriculum is aligned with the National World-Readiness Standards for Learning Languages, with an emphasis on communicative proficiency in modern languages and reading comprehension in Latin. All modern language courses are conducted almost exclusively in the target language, with little to no use of English starting from the beginning of the course of study, and students use increasing amounts of target language over time. At Gibbs & Ottoson Middle Schools, students have the option of studying French, Mandarin, Spanish or Latin, and Italian is an additional language option at AHS.

Under Massachusetts General Laws, the study of world languages is a core subject ([M.G.L. c. 69, § 1D](#)). We continue to work towards all students having equitable access to world languages across grades 6-12, but the scheduling in grades 7-8 significantly impacts this access for up to 16% of students across these grades, almost all of whom receive special education services.

### **Major Accomplishments and Highlights for 2023**

- The WL department welcomed 4 new teachers this year:
  - Gibbs: Margaret Dalton, 1.0 Spanish
  - OMS: Evie Heffernan & Taylor Junkins, each 1.0 Spanish
  - AHS: Robert Herr, 1.0 Spanish, 1-year position
- Addition of co-taught Spanish 2 class at AHS
- Implementation of new curriculum in level 2 modern languages
- Five WL department members participated in the MaFLA Conference, with 4 members presenting sessions convention in Boston Nov 18-20
- MA State Seal of Biliteracy
  - 20 graduates of the class of 2023 earned the Seal
  - 10 graduates of the class of 2022 earned the Seal with Distinction
  - 12 graduates earned the Language Opportunity Coalition (LOC) Biliteracy Achievement Award

## **Multilingual Learner Education**

The Multilingual Learner (ML) Department \* (**note: APS has changed the EL department/program name over to ML department/program, please see explanation below**) provides educational programs for school-aged Multilingual learners (of all languages, cultures, and academic backgrounds) to ensure that students demonstrate consistent progression towards English language proficiency and academic content proficiency.

The Multilingual Learner (ML) program provides instructional student support to enable multilingual learners to develop the linguistic, academic, cognitive, and cultural skills necessary for success in the Arlington Public Schools and in a global society. Through the use of specific English language development methodologies and sheltered content techniques, all multilingual learners can attain English language and academic competencies comparable to native English-speaking students. The ability to speak more than one language is a valuable asset, and students will cultivate this ability in a rigorous, supportive, understanding environment.

### **Major Accomplishments and Highlights for 2023**

Highlights for the past year include:

- Elementary and Secondary Summer Programming highlighting our high needs students focusing on reading and writing
- Recruitment and Continued Development of Multilingual Learner Parent Advisory Council (MLPAC)
- Curriculum alignment in various grade levels with the new updated WIDA standards 2020 anchored in the main ideas of equity of opportunity and access, integration of content and language, collaboration among stakeholders, and functional approach to language development
- DESE Afghan Refugee recipient of additional funds in order to support our students and schools in the teaching and learning of our Afghan students

**NOTE - \*Change from APS EL department to APS ML department: Reason -** In order to promote an asset-based view on language and culture, the EL department changed its name from EL to ML. Multilingual learners (ML) refers to all children and youth who are, or have been, consistently exposed to multiple languages. MLs describe all students who come in contact with and/or interact in languages in addition to English on a regular basis.\*

## **Mathematics and Computer Science**

The K12 Mathematics and Computer Science Department strives to support all students. We offer rigorous options, both mandatory and elective, to all students with interest in deepening their understanding of STEM.

Our department has 53 FTE staff and one 0.6 staff that work in several different programs:

- K-5 Tier I Instructional Coaches in all elementary schools
- K-8 Tier II/III Student Support - both push in and pull out services in all elementary and middle schools
- 6-12 Computer Science (CS) - a mandatory course for 6th grade and elective courses for grades 7-12
- 9-12 Computer Aided Drawing and Design (CADD)
- 6-12 Mathematics Teachers

## **Major Accomplishments and Highlights for 2023**

- Each elementary school now has a math certified FTE interventionist and a math certified FTE instructional coach.
- The elementary math coaches met weekly to discuss problems of practice and collaborate on instructional strategies and curriculum, and to align coaching practices across the 7 elementary schools.
- The elementary math coaches met monthly with the ELA coaches, the social studies, science, SEL and DEIBJ specialists. The Directors of ELA, Math, Science, SEL, and Social Studies and the Deputy/Assistant Superintendent would often attend the monthly coaches/specialists meetings. The initial focus of the meetings was to learn, discuss, and determine how to support the elementary teachers and ELA coaches with EL curriculum implementation. In fall of 2023, the math coaches supported the implementation by providing professional development sessions during elementary grade-level planning time. The focus of these professional development sessions were the High Leverage Instructional Practices used in the EL curriculum.
- The elementary math interventionists created pre-teaching modules to align with the curriculum that would be used with the groups of students identified as needing Tier II/III support. The math interventionists met weekly to discuss problems of practice, goals, upcoming testing, and questions around the push-in/pull-out support they provide. The lead math coach attended these meetings to provide a line of communication between coaches and interventionists. The Department Director often attended these meetings to provide support.
- The Department hired a middle school instructional math coach who splits their time between Gibbs and Ottoson. They works with the math classroom teachers, math support teachers, and SLC classroom teachers, supporting their instructional practice and aiding with the creation of the course scope and sequences. The instructional math coach collaborated closely with the 7th grade math support teacher and one of the 7th grade LC teachers (Brianna Goldstein) to provide more support to 7th grade multilingual learner students.

- At AHS, an additional FTE added in SY23-24 allowed for a better balance in class size and more sections of required courses. The course *Topics in Algebra* was added in SY23-24 to provide Tier II math support to students in Algebra 1 (primarily 9th grade students). The schedule of this course is designed so that students attend M/Th or W/F. *Pre-Algebra/SEI* grew from a single block class to a double-block class to include both instructional time and time dedicated to intervention/support. A multilingual learner teacher was also added to this class as a co-teacher.

## **FY25 Goals and Objectives**

- Add the course *Introduction to Data Science* to the AHS Program of Studies for SY24-25; this course will be project based and integrate data science with computer science
- Continue to support Tier I instruction through coaching in grades K-8
  - Inclusive practices such as discourse, low floor, high ceiling tasks, and a strong vertically aligned curriculum
  - Focus on asset-based thinking to foster voice and identity among all students
- Continue to provide Tier II and III support to students through qualified and professionally certified math interventionists
- Restructure supports creating heterogeneous courses specific to 7th-grade math
- Utilize common measures in grades 6-8 to identify where students need additional instruction/support; ideally, the data will be collected in Sept, Jan/Feb, and May so that we can look at academic growth as well as inform instruction and any modifications to curriculum

## **Wellness (Physical Education, Health & Family and Consumer Sciences)**

The Wellness Department has 33 teachers across the district. At the secondary level in grades 6-12, there are 7.4 FTE FACS teachers and 11.4 FTE Physical Education/Health teachers. There are 13 FTE Physical Education/Health teachers at the K-5 level. At the elementary level, students have Physical Education 2x per week, and Health is taught in K-3 by the Wellness teacher to all students 10x per year. The Wellness teachers teach Nutrition and Human Growth and Development classes with grades 4 and 5. Students in grade 6 have Physical Education 2x every 4-day cycle and Health as part of their Grade 6 FACS class. Grades 7-8 have PE/health 2X every 4-day cycle. Health is part of this program with approximately 15 Health classes per year in grades 7 and 8. Grade 9 has Physical Education 2x per week and Health Classes are approximately 16 of those. There are several electives taught in grades 10-12, where students are required to take 4 quarter classes in their Grades 10-12 years.



### **Major Accomplishments and Highlights for 2023-2024**

- SC approval of the Grade 4 & 5 Human and Growth and Development lessons
- AHS Phase 2 opening of the new FACS classrooms and Health classroom
- Integrating academic conversations in lessons
- Implementation of inclusive sexuality lessons
- Merge two .5 elementary positions to a 1.0 position
- Addition of Advanced Relaxation, Pilates and Dance electives at AHS
- New District Wellness Website
- Developed a K-12 APS Wellness Curriculum Resource for teachers
- Developed health curriculum overview resource guides for parents



## Digital Learning and Libraries

APS Digital Learning and Library (DLL) Vision & Mission priorities as guided by APS student learning needs and the following National Education Technology Plan ([NETP](#)) recommendations.

The APS Digital Learning and Library department is dedicated to providing rich and relevant learning opportunities for students, teachers, parents, and the wider APS Community. We believe that information and technology are powerful tools for transforming learning. They can help affirm and advance relationships between educators and students, reinvent our approaches to learning and collaboration, shrink long-standing equity and accessibility gaps, and adapt learning experiences to meet the needs of all learners.

The Digital Learning and Library department's mission is to promote critical thinking, creativity, communication, computational thinking, collaboration, & information literacy through the purposeful usage of ed-tech tools, print & digital texts, online databases, digital literacy, & creative computing curriculum aligned to ISTE, AASL and MA DLCS standards. The DLL program will cultivate life-long, culturally competent, metaliterate learners who will become proficient in multiple literacies, including information, media, digital, and print literacy. Our students will be given opportunities that will empower them to become creative knowledge builders and producers of new ideas while continuously developing as engaged global citizens. The APS DLL team will accomplish this mission through support of rigorous instruction, standards aligned curriculum development, implementation of high-quality professional development for teachers and administrators, community outreach, and the development of reliable instructional technology systems to support district goals.

## Major Accomplishments and Highlights for 2023

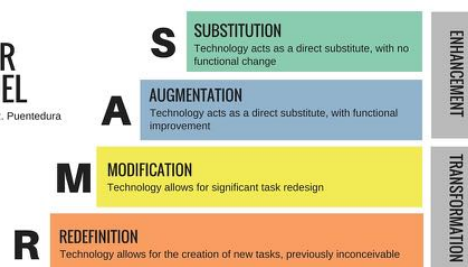


### STRETCH YOUR EDTECH PRACTICE



### THE SAMR MODEL

Dr. Ruben R. Puentedura



Provide professional learning opportunities and support for educators and administrators:

- Expanded school- and district-based Educational technology and library offerings for all staff



- PL opportunities for educators across the district to model utilizing inclusive UDL strategies with instructional technology and library tools to engage all learners
- Continue to maintain, curate, and support safe, efficient, and purposeful instructional technology usage of 150+ educational technology applications across the district.
- Launched district first Computer Science Education Week & beyond repository and Student challenge
- PD for teachers and curricular leaders across district on ethical use of library databases for research and equitable access to verified information
- Support and maintain districtwide systems such as Google Suite, Clever, SDPC, Ed-Tech tools, Powerschool, Assessment systems, Libraries and others
- Focus on modeling and coaching in the content areas for both Library and Instructional technology teachers
- PD for teachers across the district to model utilizing literature to promote cultural awareness, empathy, and critical thinking skills

Promote and support the diverse, equitable, inclusive, and culturally relevant curriculum with participatory pedagogy models:

- Co-create a hub of professional learning resources that model culturally relevant, participatory pedagogical methods through push-in lessons utilizing UDL, literature and Instructional technology resources
- Build the library collections of print and digital resources that are inclusive of traditionally marginalized stories/histories that offer many perspectives and opportunities to think critically
- Utilize various instructional technology resources, including library databases to build digital learning skills and capacity in research, critical thinking, computational thinking and media literacy (MADLCS standards and framework)

Support inclusive and equitable access to learning with use of purposeful educational technology applications for all students:

- Integration of Universal Design for Learning (UDL) guidelines to improve the accessibility of content for all learners
- Use Clever, Student Data Privacy Contracts (SDPC), and other district instructional technology systems to monitor, manage and support student-centered, inclusive, efficient, and safe usage of educational-technology applications across various content areas
- Continuation of support for 1:1 Initiative, with a reassessment of how devices are impacting daily teaching and learning
- Articulated and simplified process for choice procurement and allocation of Ed-Tech applications
- Maintaining district-wide SDPC

Improve communication and outreach for our community:

- Ongoing maintenance and update of district-wide digital learning and library websites
- Using digital learning newsletter, office hours, regular emails, and other channels for student, family, and faculty communication
- Family workshops & community outreach







## **Performing Arts**

The mission of the Arlington Public Schools Department of Performing Arts is to educate all students in music and drama by promoting artistic excellence, as demonstrated by their capacity to become active participants in their local and global communities as consumers and makers of the arts. The Department of Performing Arts is committed to educating all students in a safe and nurturing environment that promotes active learning and artistic engagement, respect for the artistic contributions of diverse cultures, and understanding of how the arts enhance the quality of life for all people.

Education in the performing arts in Arlington is grounded in the four standards for artistic practice, as defined by the Massachusetts Arts Curriculum Framework and in the contexts of music and drama.

- Creating art with artistic intent
- Presenting or performing artistic works to evoke, express, or communicate
- Responding to arts through intellect and emotion
- Connecting the arts to the self, society, history, culture, and other disciplines and bodies of knowledge

Music is a required subject for all students in grades K-8 and an elective for students in grades 9-12. The music program offers learning opportunities in general music, music technology, band, chorus, and orchestra. Drama is an elective program for students in grades 6-12, offering learning opportunities in dramatic and musical theatre productions and a broad range of coursework in the dramatic arts at the high school level.

## **Major Accomplishments and Highlights for 2023**

The following are key highlights:

- **AHS Auditorium Technical Manager**

The School committee members and administrators' work and support to establish a Technical Manager since summer 2023 has made a big impact on the performances in the Auditorium. The manager has designed the lighting, stage and sound for productions, and also has led a team of students to explore, and have hands-on experience in the theater technical management aspects.





- **Elementary Instrumental Program**

The elimination of the instrumental music fee continues to provide equity for all elementary students Grades 3-5 to participate in the Elementary Instrumental Program. There are 754 elementary instrumental students during the school year 2022-2023 and we currently have nearly 900 students enrolled in the Elementary Instrumental Program. The restructured elementary instrumental music program (two teams of instrumental teachers) continues to provide instrumental lessons during the regular school day by eliminating the pull-out model for scheduling instrumental music classrooms while relieving disruption to core instruction.

- **Elementary Choruses**

The second year of the school-based elementary school choral program continues to provide all grade 4 and 5 students an opportunity to join a chorus at each elementary school. The participation of students in choruses has increased from 20-30 per school last year to approximately 50 students in each elementary school choral program.



- **Elementary PreK-5 Music**

PreK-5 music teachers continue to educate students with “First Steps in Music”, a curriculum that is designed to prepare students to become musical in three ways: Tuneful- to embrace melodies and learn to coordinate their voices to sing the melodies; Beautiful-to feel the pulse of music and feel the grouping of different meters; Artful-to be moved by music in many ways music can elicit an emotional response. The curriculum equips students who sing in choir and play instruments musically, and enrich all by being able to share music in daily lives.

The PreK-5 Music department continues to implement the Musician of the Month program, a national initiative, in music classes. The goal of MotM is to inspire students to be life-long, active music-makers. The featured musicians act as musical role models for students of all cultural, ethnic, and gender identities. Special consideration is given to musicians who reach across cultural boundaries and/or who have overcome significant challenges.

- **Grade 6-8 Music and Drama Programs**

At 6-8 grade levels, the Performing Arts department offers students opportunities to participate in Concert Band, Jazz Band, Jazz Workshop, String Orchestra, Chamber Orchestra, and Chorus. The Drama programs, currently offered during after school hours, provide students opportunities to be involved in plays and musicals.

In 2023, the Band, Chorus and Orchestra programs successfully performed in winter, all-town and spring concerts. In addition, Gibbs chorus, Ottoson chorus and orchestra participated in the Great East Festival and were awarded platinum and gold medals.

The Ottoson Drama/Theater program produced “Guys and Dolls Jr.” in April. The production invited more than 100 students to collaborate in acting, set designs, stage managements, etc. Theater teachers/directors helped students to grow as performing artists and fostered a strong sense of belonging and community for all involved.

- **Grade 9-12 Performing Arts Programs**

The AHS Performing Arts Programs continue to shine in the new Auditorium by producing wonderful performances every month during the school year 2022-2023.

**The AHS Band, Chorus and Orchestra ensembles** presented two winter concerts, two pops concerts and 4 monthly concerts. In addition to the concerts at AHS, students had opportunities to demonstrate our excellent music programs outside of the APS community. Here are a few examples: AHS Madrigal Singers, Honors Orchestra and Jazz Band did a concert tour in Northern Italy and Switzerland in Feb. 2023; Madrigal Singers were chosen to perform at the MMEA conferences; Jazz Band was invited to perform at the Italian Consulate Annual Event in June.

**The Music technology** programs continue to grow and develop new classes to involve students to share their musical talents/creativity with the technology. The Music Tech Department presented four concerts and provided a platform for students to collaborate with the choral and instrumental students.

In April 2023, **the AHS Theater/Drama, Gilbert & Sullivan Program** successfully produced “Into the Woods” which brought more than 1500 audience members to the AHS Auditorium.

It was a true testimony of collaboration in the AHS Performing Arts department: students acting and singing on stage, playing in the pit orchestra, doing sound and light in the tech rooms, and managing the backstage and front ticket office.



In November, **the AHS Drama Guild Club** presented “Marian, or The True Tale of Robin Hood: Teen Edition”. The production promoted LGBTQIA community in APS, which demonstrated the our strong believe in Diversity, Equity and Inclusive.

**Theater for Young Audiences Program**, sponsored by AEF brought nearly 2000 elementary grades K-3 students to the AHS Auditorium to watch a children’s musical “Strega Nona”. While there are currently no theater/drama programs in the elementary schools, the piloted program was designed to introduce theatrical arts to elementary students. It was very well received by students, families and teachers, and we plan to continue this project this year.





## **Visual Arts**

The Visual Arts program is designed to equip students with the technical skills and habits of mind they need to build their own unique creative vision, engage in visual problem solving, connect with their community and advance social justice through the arts, and participate confidently in the 21st century's thriving Creative Economy. This year we are continuing to build upon a number of ongoing initiatives, and have also launched an extensive program of revision and modernization to our visual arts offerings and practices.

### **Major Accomplishments and Highlights for 2023**

The Visual Arts program is designed to equip students with the technical skills and habits of mind they need to build their own unique creative vision, engage in visual problem solving, connect with their community, and participate confidently in the 21st century's thriving Creative Economy. This year we are continuing to build upon a number of ongoing initiatives, and have also launched an extensive program of revision and modernization to our visual arts offerings and practices.

### **Teaching for Artistic Behaviors**

Our initiative to infuse the K-12 curriculum with the [Teaching for Artistic Behavior](#) (TAB) philosophy has continued to expand and deepen.



K-6  
All elementary schools have now begun to implement a TAB inspired curriculum. There is a great variety of approaches from school to school, but all teachers are expanding student choice and agency. We have also begun the process of mapping our new curriculum and sharing best practices by grade level. We expect to

complete mapping 1-2 grade levels per year, and hope to have the entire K-5 curriculum mapped out in the TAB format by Spring, 2026.

## K-12

Teaching for Artistic Behaviors is all about giving students the support they need so that they can develop their own creative vision with minimal teacher-mediation. In this model, the teacher acts more as a coach than a master. Nonetheless, a lot of scaffolding is necessary to help students manage and make use of their creative freedom. Consequently we are spending a good deal of professional learning time this year—at all grade levels but especially 6-12—working together to develop common practices and shared vocabulary for scaffolding these “You Choose, I Support” independent projects. This year middle and High School teachers will also complete the curriculum mapping work they began last year.

## K-6 Pilot Program

### Interdisciplinary Collaboration

We all know how powerful a tool interdisciplinary collaboration can be. When students have the chance to use the visual or performing arts to imaginatively communicate their knowledge gained in other content areas, engagement rises and lifelong learning blossoms. Unfortunately, these opportunities have become increasingly rare in our educational system. This year, we are hoping to change that trend. Starting this Fall, music and visual arts teachers at three schools—Bishop, Dallin, and Peirce—will begin working with their general education colleagues to plan interdisciplinary units to be taught in Spring 2024. This year will be a small scale pilot program involving just a few teachers and grade levels at each school, but we are hopeful that we can find opportunities to share these experiences across the district and begin to expand these often life-changing learning opportunities to all schools and grade levels.

### Intensive Quarterly Specialist Schedules

This year Dallin and Bishop are piloting a Quarterly Intensive Schedule for visual arts and music. Traditionally, these classes both meet once a week all year. In this new schedule each class alternates between having visual art and music twice a week for two quarters of the year. Two classes will have visual art during the first and third quarters and then do music second and fourth. The other two sections will have the opposite schedule, with music first and third and visual art second and fourth. We are hopeful that this Quarterly Intensive Schedule will provide several benefits. These include:

- **Build deeper relationships more quickly:** Meeting twice a week allows students and teachers to get to know each other and build trust more quickly. It also cuts in half the number of students specialist teachers interact with every week, allowing them to focus more on the developmental needs of those students.
- **More Content Depth:** In education, depth is almost always preferable to breadth. The quarterly intensive schedule gives students and teachers the chance to dive deeper into content and skills, and the continuity the class provides—it’s easier to remember what you were doing when you meet twice a week—helps students stay more focused on their process and goals.

- **Far Less Disappearing Mondays:** In the once a week schedule the students who have music or visual art on Mondays end up losing around eight instructional days a year. In the Quarterly Intensive schedule they would likely only miss three classes.

### Academic Conversation

At the High School we are also focusing a significant portion of our professional development time on deepening academic conversation in the visual arts. Teachers have begun to learn and try out a variety of students centered critique and discussion protocols that promote in-depth student to student conversation, and help build a strong arts community among the students. Teachers have been engaging in peer observation, and small group, student led discussion is increasingly becoming the norm. This year we are piloting this initiative at the high school, but hope to try out versions of these discussion models at the middle and elementary levels in the near future.

### High School Program of Study Revision

Last year's High School Program of Study revision resulted in dramatic change in our visual arts course offerings. The following changes were made:

- Foundations of Art, which had been a required year-long prerequisite for all students before they could take any other visual arts classes, was removed, allowing students to start specializing in a wide variety of media-specific classes in the ninth grade.
- 12 new courses were added in such areas as:
  - Metalsmithing and Jewelry Making
  - Filmmaking
  - Animation
  - Mural Painting and Set Design
- In order to maximize student choice and experimentation, and to increase chances of fitting courses into their packed schedules, several year-long courses were broken up into semester-long offerings.
- This allowed us to offer more specialized advanced third and fourth level courses across all content areas.

Students have responded enthusiastically to these changes. the overall number of students who selected a Visual Arts course as their primary request more than doubled, going from 503 in 2022-23 to 1170 in 2023-24, and as of December, 2023, nearly every class was full, and in many subjects there was a long list of students on the waiting list.

### In-Person Shows





2023 was the first year since the Covid-shutdown that every school in the district staged an in person visual arts exhibition. In many cases, in person shows were also accompanied by online versions. In the coming years we will continue to seek out new opportunities for students to engage with their community through in-person and online exhibitions, often in conjunction with the Performing Arts department.

## Public Art Programs

### Youth Banner Project



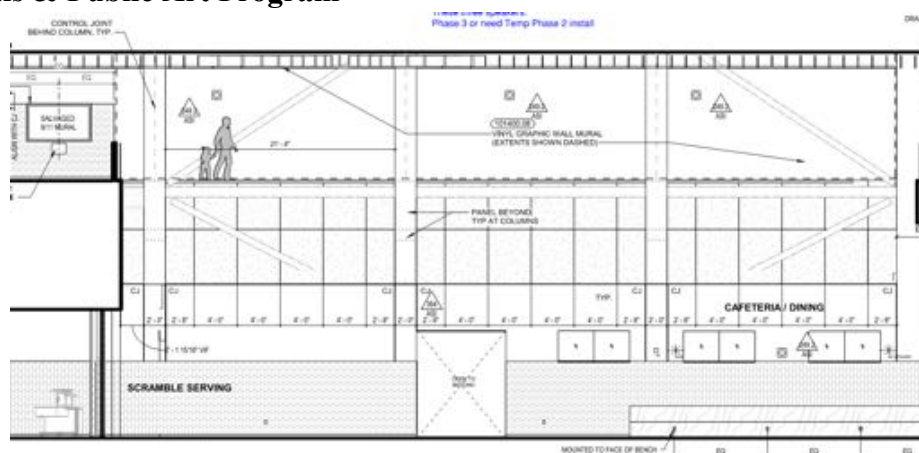
The Arlington Youth Banner Project was a great success last year, with 150 students submitting designs and 20 being selected for printing and display in Arlington Center. We are pleased to announce that the Gracie James Foundation has agreed to fund the project for one more year, and the design and submission process is already well underway.



### Middle School Murals Program

This year the Ottoson Visual Arts team is taking the first steps towards building a student-created public arts program. This Spring a morning and/or afterschool Murals Club will be established. Participating students will learn about the history of mural art and the mural design process, and work together to design and create murals around the school. In the coming years we will build upon this foundation to create a mural proposal and review process wherein students can propose, and if approved, complete their own mural designs with support from the visual arts team.

### High School Murals & Public Art Program



Our brand new building is full of seemingly acres of pristine, empty walls and public spaces, and we have hundreds of talented young artists eager to share their work with the community. This Spring we will inaugurate our first high school public art program. Students have already begun designing and proposing artwork for various locations, and in March a building arts committee will come together to begin evaluating proposals and choosing individual and teams of students to create artwork. We are hopeful that this process will create a pipeline of wonderful artwork to adorn our hallways and inspire our community, and we look forward to one day expanding this program beyond the high school and out into the larger Arlington community.

### Building a 21st Century Visual Arts Curriculum

For decades, the Arlington Visual Arts department has been built on a curriculum model that would be easily recognizable to any early 20th century, or perhaps even a 19th century educator. Nearly all the courses we offered taught media that have existed for centuries or even millennia—woodworking, metalsmithing, drawing, painting, sculpture, photography, printmaking, and ceramics. In the last quarter century, the world has changed dramatically. Digital platforms, dominated by visual and spoken formats, have become paramount. As educators we cannot shield our students from these changes. Instead, we must equip them with the tools and habits of mind they need to master these new formats so that they can express themselves confidently and compassionately in this frenetic new age.

Over the past few years we have begun to take the necessary steps to address this curricular lag. This year we added Animation and Filmmaking to our high school course offerings, and expanded our capacity to teach digital photography. We also just received a \$15,000 grant from the Arlington Education Foundation to buy

equipment so that we can adequately run these classes. Over the past few years we have begun to build up our inventory of late generation iPads so that students at all levels can do digital art and animation.

## Special Education & Student Services

### **Special Education**

The Arlington Public Schools provides a comprehensive array of programs and services from preschool through grades 12+ designed to address the needs of eligible students who have a disability and require specially designed instruction. Special education staff includes **Learning Specialists** (often referred to as "liaisons; ") **Sub-separate** (small class) **Special Education teachers; Specialized Support Paraprofessionals** (SSP) and **Paraprofessionals; Related Service Providers** (RSPs) - Augmentative & Alternative Communication (AAC) and Assistive Technology (AT) Specialists, Board Certified Behavior Analysts (BCBA), School Social Workers and School Counselors (SW & SACs), Occupational Therapists (OT), Physical Therapists (PT), School Psychologists, Speech-Language Pathologists (SLP), Speech-Language Pathologist-Assistants (SLP-A), Teacher of the Visually Impaired (TVI) and Orientation and Mobility (O&M) Specialist, and Team Chairpersons; and **Contracted Service Providers** - Board Certified Audiologist and Teacher of the Deaf and Hard of Hearing.

### **Major Accomplishments and Highlights for 2023**

Last year we were awaiting the report from the Department of Elementary and Secondary Education as part of their triennial Tiered Focus Monitoring (TFM) review and we are pleased to report that the district was found to be in compliance with all criteria reviewed and no corrective action was required. We were excited by the large community engagement in the District's Strategic Planning work and the development of the five year strategic plan that identifies students receiving special education students and the staff serving those students as focal groups to be served by the plan. We continued to plan excitedly for the opening of Phase II of the high school and the re-opening of Menotomy Preschool within the AHS complex. We have continued to struggle with staff shortages similar to those seen across the state and country this school year as we continue to fill positions throughout this academic year. We are grateful for the creativity and flexibility of staff and administrators as they work daily to ensure coverage and mitigate against the disruption of services to students. We are hopeful that increasing compensation will allow us to retain our experienced staff and recruit new staff for these often difficult to fill positions.

## **Social Emotional Learning (SEL) and School Counseling**

### **Our Vision**

In alignment with the district's vision, the vision for social emotional learning in the Arlington Public Schools is to be a school community where the student experience ~ student health and wellness, sense of belonging, and opportunity for growth and joy ~ is at the center of how we work with students, families, and fellow educators

### **Mission**

The mission of the SEL and Counseling Department is to create, sustain, and nurture student growth by developing and maintaining a comprehensive system of mental health & wellbeing supports built on the five core standards of social emotional learning; to ensure we are doing all we can to ensure student mental health, wellbeing, and access to support and resources, and empower educators and families to partner with us in this pursuit

### **Major Accomplishments and Highlights for 2023-2024**

- In 2022-2023, the district screened twice all students in grade 3-12 regarding mental health. With additional district wide social worker support, schools were able to take a more flexible intervention approach in response to screener results, allowing for Tier 1 Trails to Wellness lessons in schools where a whole class intervention was most responsive. These are being delivered by the districtwide social worker.
- District-wide social workers have also been available to support building needs, around student mental health concerns, beyond the mental health screener.
- One budget funded and two grant funded coaches/specialists were available to all schools to support adult SEL and growing SEL practices in our schools and classrooms.
- The SEL team successfully supported all schools in administering the Social and Emotional Learning Indicator System (SELIS) screener in grades 3-12.
- SEL coaches partnered with school leadership teams to interpret, learn from, and suggest and implement, where possible, tiered interventions in response to SELIS data.
- PBIS teams are active in three elementary schools.
- Data management tools (SCUTA, Parchment) are being implemented.
- In order to have responsive and more comprehensive mental health support for students, the district is partnering with Cartwheel Care, with a total of 100 treatment slots allowed.
- In 2023-2024, with social worker, school counselor, and administration feedback and input we adjusted the elementary mental health screening to focus solely on 4th and 5th grade. In 7th and 8th grades, we shifted to screening once per year, but increased the amount of SOS curriculum in both grades.
- With a reduction in SEL coaching staff (due to grant funding running out) we have dedicated our one remaining SEL Specialist to partnering with elementary school teams that are implementing EL and to continue developing other SEL skill development, again with a focus at the elementary level.
- With a fully staffed district-wide social work team, we have been able to more fully support needs across the district as they arise. This has included staff being temporarily assigned to a school while the school worked to hire a permanent full time social worker, supporting Tier 1 roll out of TRAILS curriculum to schools with a high rate of students flagged by the screener, supporting district wide initiatives such as YMHFA training, iDecide at AHS, and in collaboration with building leaders and special education coordinators, supporting special education referral processes between our own sub-separate programs.

## **Health & Nursing Services**

Arlington Public Schools Health Services Department continually provides nursing services that promote optimal wellness for students, families and staff to ensure educational success. We strive to empower students and staff in the promotion of health and wellness through professional practice and education.

### **Major Accomplishments and Highlights for 2023**

The APS Health & Nursing Services Department continued to focus on COVID-19 mitigation strategies while ensuring that comprehensive school health services were provided.

Among the Department's many accomplishments in 2023:

- Implementation of Comprehensive School Health Services Affiliate Grant program
- Piloted SNAP (Electronic Health Records) health portal for families
- Continued participation in the University of Connecticut Child Anxiety Learning Modules (CALM) study
- Ongoing COVID-19 illness surveillance, attendance tracking, and communication with families & staff
- APS presentation entitled Diversity, Equity & Inclusion: A Nursing Team's Perspective by the Director of Nursing at statewide Nurse Leader DPH meeting
- Promotion & implementation of school-based COVID-19 & Flu vaccination clinics in collaboration with a local pharmacy
- Revision of APS Nutrition and Wellness policy
- Successful move to new AHS Health Office



APS Nursing Team



New AHS Health Office





## **METCO**

Arlington was a founding district for the METCO program, which began in 1966 as a racial desegregation program. The program brings Boston resident students to Arlington to enroll in the APS, where students fully participate in all academic and extracurricular programs. As of October 1, 2023, there were 70 students in grades K-12. Elementary students attend Bishop, Hardy, Peirce, and the secondary schools. Students earn APS diplomas and have the same graduation rate as their Arlington resident peers. These students enrich the APS experience by adding diverse cultural and racial elements while also benefiting from the APS academic and enrichment experiences.

### **Major Accomplishments and Highlights for 2022**

- All of the six Arlington METCO seniors graduated - post-graduation student outcomes include being accepted and committing to Wentworth, Bunker Hill, Pace University, Bridgewater State.
- In effort to close the achievement gap Ann's Christian Learning Center provided tutoring through the school year and provided supplemental ESY services during the summer.
- Bridging two communities Annual Walk- Arlington METCO families and resident families participated in a community building wellness walk in the Arboretum.
- Friends of Arlington METCO advisory includes participation from families and teachers.
- First elementary field day to support positive fun friendships across the three elementary schools on the Bishop school field. Partnerships included Arlington Police Department, Friends of Arlington METCO (FAM), and various APS staff members.
- Over 20 Boston and Arlington resident students and staff participated in a hike over the Welch Dickey Loop through a partnership with Guineafowl Adventure Company.
- 1 student participated in the Deputy Superintendent search.
- 2 students participated in the Ottoson Assistant Principal search.
- Graduating seniors attended a field trip to the Museum of African American History, AHS students engaged in a college tour and community service project together.
- High school and middle students participated in METCO Directors Association Youth Leadership Conferences
- One student participated in the L&P Educational Services HBCU College Fair.
- One Student participated in the 1st METCO HQ Showcase recruitment fair.
- The superintendent shadowed a METCO student for a day, including a bus ride.
- High school students participated in school based programs - BSU, Volleyball, Basketball, Football, and Cheerleading.
- Middle school students participated in school based chorus, affinity groups, and organizing Black History Month activities.
- Elementary students participated in school based PTO events and after school activities, including chorus and school plays.
- Advocacy Day at the Massachusetts State House included representation from APS students, parents, METCO Staff, and Superintendent.
- 23 students participated in SummerFun for the second year. Students participated in a three-week SummerFun programming with Arlington Community Ed. Summer programming included 1 METCO teen assistant, Camp Coordinator, and Fashion Class offering by the METCO Instructional Specialist.









## Administration & Operations

### **Deputy Superintendent for Teaching and Learning**

The objective of the Teaching & Learning Department is to create, identify, and implement an inclusive and robust tier 1 universal curriculum that is engaging and supports the academic and social emotional development of all students. A strong universal tier one instruction program supports a multi-tiered system of support that includes a comprehensive assessment program from which data can be collected and disaggregated to interrogate instruction and programming. Further use of the data will be used to identify effective tier two and three interventions for those students who need additional support and/or skill development.

The Teaching & Learning department consists of the Deputy Superintendent of Teaching & Learning, nine curriculum directors and two administrative assistants.

The Office of Teaching & Learning offered more professional learning opportunities across roles within the district. The Curriculum Directors and Principals are participating in year long sessions centered on instructional leadership and being an equity-centered leader. APS paraprofessionals have begun to receive training on cultural awareness through *Responsive Classroom*. Assistant Principals, Deans, Assistant Directors and Special Education Coordinators will begin participating in professional learning sessions centered around instructional leadership and being an equity-centered leader in February 2024. Finally, teachers and paraprofessionals have participated in EL training and a variety of 3 and 6-session courses centered around many educational topics.

### **Major Accomplishments and Highlights for 2023**

#### **Academic**

- The addition of Dibels subtests/dyslexia screeners to the battery of literacy assessments administered to all K-3 students
- Purchase and integration of Foundations, Geodes (decodable texts), and Heggerty (phonemic awareness) resources to support K-3 literacy instruction
- Updated curriculum in various content areas to be more inclusive and representative of underrepresented groups of people
- The creation of a shared vision of instructional coaching by a design team that included administrators and instructional coaches
- The hiring of two certified librarians and one digital learning teacher
- Offering 9th grade heterogeneous English classes
- Providing professional learning experiences for both Curriculum Directors and Principals
- Rolling out the EL curriculum to two grades in each elementary school

#### ***EL in Action***



## Professional Development

In support of the [district's 5-year Strategic Plan](#), the focus of this year's professional development has been on supporting teachers in rolling out the EL curriculum to each elementary school, at two grade levels. Staff also selected an 3-session or 6-session professional learning course to participate in on early release days. School leaders and directors have participated in a yearlong series centered on Instructional Leadership and being an equity-centered leader. Professional development has also centered on providing learning that prioritizes the Massachusetts [High Quality Professional Development \(HQPD\)](#) principles. Early release facilitators have received professional development that prioritizes adult learning principles and concepts.

Additional topics for professional development have been guided by district goals, school improvement plans, student learning, and professional practice goals developed by teachers. The following represents some of the highlights of the professional development that has taken place throughout the district over the past calendar year:

- During the summer, curriculum leaders, instructional coaches, and teachers met in teams to adjust curriculum pacing guides, and discuss instructional practice in preparation for the FY23 school year.
- The Superintendent, Deputy Superintendent, School Principals and Curriculum Directors participated in a professional learning series focused on instructional leadership and being an equity-centered leader.



- Notable professional development topics during elementary early release Wednesdays include:
  - Training for K-5 teachers currently implementing the EL curriculum.
  - Training for K-5 teachers implementing EL curriculum beginning SY 2024
  - Special educators, speech-language pathologists, school psychologists, and team chairpersons continue to work with Dr. Melissa Orkin of Crafting Minds on the identification and subtyping of dyslexia to inform intervention and IEP/goal development.
- The offering of the IDEAS I (Initiatives for Developing Equity and Achievement for Students) anti-racist training course to all Arlington staff.

***APS Team that attended the National EL conference in Denver, Colorado.***



## **Diversity, Equity, Inclusion, Belonging and Justice (DEIB-J)**

The Diversity, Equity, Inclusion, Belonging and Justice (DEIB-J) department will design a tapestry of colors that will weave together courage, determination, authenticity, and belonging as Arlington Public Schools strives to commit to dismantling systemic racism in our community. The department is committed to broadening its expertise to align with and uphold the district's vision and mission. In anticipation of the 2023-2024 academic year, the department expanded its team by recruiting a specialist for the DEIBJ department. This decision aligns with our ongoing commitment to growth and improvement, aiming to further strengthen our abilities to support and advance the district's core goals and values.

### **Major Accomplishments and Highlights for 2023**



The DEIBJ department established and facilitated affinity groups

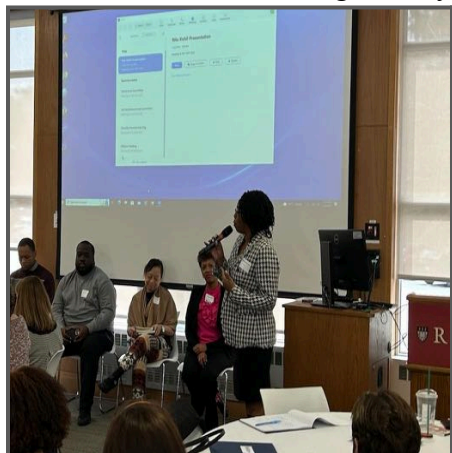
- Leadership affinity groups
- Led six Black Ingenious, People of Color (BIPOC) affinity groups
- Designed facilitator guides for affinity group sessions



- Organized and coordinated IDEAS PD for 150 staff & faculty
- Organized and facilitated PD Day teacher panel on staff belonging for full APS faculty



- Collaborated on Ottoson Day of Belonging
- Collaborated on the Narrative 4 Project workshop that bridges positive relationships between APS students & the APD through “story exchanges.”



- Established DEI Channel to engage community, communicate & disseminate information.





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- Monthly collaboration w/DEI Town Director and Chief APD to bridge our relationship.
  - Collaboration and partnership w/ Arlington Human Rights Commission and other town commissions.

## **School Food and Nutrition Services**

The School Food and Nutrition Services program is a Federally and State funded program that is sustained through reimbursements for student meals. These meals must meet the required USDA meal pattern to qualify for reimbursement. The program currently consists of a diverse team of 45 full and part time employees across 10 schools.

In 2023, the Massachusetts state legislature passed permanent Universal Free Meals for all students. This allows ALL students access to free nutritious meals regardless of family income. Universal access has greatly increased student participation in the nutrition program. Increased participation will consistently bring higher levels of reimbursements which allows for continuous improvement of the program.

### **Major Accomplishments and Highlights for 2023**

- Free meals for all students became permanent in Massachusetts allowing all students access to free breakfast and lunch at school
- School Nutrition teams across the district prepared and served just under **80,000** breakfast meals and **568,000** lunches to Arlington students.
- Served over 8,000 meals to adults
- Catered more than 40 meetings, training sessions and events
- Onboarded and trained 13 new employees
- Worked with the School Wellness Advisory Committee (SWAC) to complete the triennial evaluation of the district's Wellness Policy; this resulted in the SWAC drafting Wellness Policy recommendations for the School Committee
- Completed a successful move from the temporary high school cafeteria to the new space without skipping a single day of meal service for students
- The department was awarded \$25,000 in Northeast Food for Schools funds to increase and support agricultural purchases from small local businesses. This has allowed the program to purchase local produce and support local farms.
- As part of the District Strategic Plan, the Director has worked as a working group facilitator for a working group focusing on school meals and before and after school programming.



First customers in the new High School Cafeteria!



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### **Arlington After School Program**

The Arlington After-School Program provides after-school care for students at the Hardy, Thompson, Brackett, Peirce and Gibbs schools. It is a tuition based program. The major expenses are staff salaries, space rental, food, educational supplies and field trips.

### **Major Accomplishments and Highlights for 2023**

Arlington After-School Program serves approximately 650 students in the Arlington School District by providing a needed service for working families.

## **Communications and Family Engagement**

The Communications and Family Engagement department is responsible for developing and supporting district-based family and community engagement systems and activities that create strong partnerships in support of teaching, learning, and student achievement. The department oversees all aspects of district-level communications, registration, and enrollment, and will provide support and work collaboratively with Arlington Public Schools staff to create a welcoming environment that values families as full partners in the education of their children. Our vision aligns closely with the core values of APS, striving to create an equitable educational community where all learners feel a sense of belonging, experience growth, joy, and are empowered to shape their own futures.

### **Major Accomplishments and Highlights for 2023**

Since the establishment of our department, we have made significant strides in fulfilling our mission. Notable accomplishments include:

#### Grand Opening of APS Family Welcome Center & Resources:

- We successfully launched the APS Family Welcome Center, providing a central hub for families to access information, resources, and support services. This initiative underscores our commitment to creating a welcoming environment that values families as full partners in the education of their children.

#### Streamlined Communications Operations:

- Through strategic planning and implementation, we have streamlined communications operations within the district. This includes developing a comprehensive communications plan, enhancing crisis communication procedures, and effectively disseminating information about special initiatives and events to our stakeholders.

#### Improvements in Registration Operations:

- We have implemented strategies to improve registration and enrollment processes, ensuring a seamless experience for incoming families. By providing culturally responsive support and timely assistance, we have enhanced the onboarding process for new students and their families.

## **Data, Research, and Accountability**

In the bustling corridors of Arlington Public Schools, the Data and Accountability Team is a pivotal force driving educational excellence. With a mission to harness data for insightful decision-making, this team transforms information into powerful tools for educators and administrators. Their work is not just about numbers; it's about empowering teachers, staff, and administrators with data-driven insights, fostering an environment where collaboration, equity, and informed strategies thrive. Their commitment extends beyond academic achievement, ensuring each decision and policy crafted is tailored to meet the unique needs of every student, making the dream of personalized education a reality.

At the heart of their mission lies a deep commitment to data privacy and security, coupled with the drive for continuous improvement and professional growth. The team's efforts create an inclusive, data-informed educational landscape, where teachers are equipped to turn data into engaging lessons, and administrators are guided by clear, evidence-based policies. Through their dedication, the Data and Accountability Team at Arlington Public Schools is not just analyzing data; they are shaping the future of education, one insight at a time.

## **Major Accomplishments and Highlights for 2023**

- Successful implementation of Panorama Survey
- Outcomes report and presentation
- Successful completion of all state reporting requirements
- PowerSchool revisions to ensure effective and efficient use
- Successful completion of CRDC report
- Tech support for PowerSchool users
- Creation of monthly newsletters



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## **Grants**

The Grants Department submits state, federal, and private grant applications for Arlington Public Schools. The department works with project directors across the district to ensure appropriate spending and reporting of funds. The grants department also files amendments, completes time and effort reports, and more. The Grants Administrator is the APS Liaison on the Arlington Education Foundation (AEF) board and maintains a strong relationship with this foundation by helping submit applications, discussing funding needs and opportunities at monthly meetings, and helping to communicate the purchasing procedures of the district's Business Office.

### **Major Accomplishments and Highlights for 2023**

This year marked a change in personnel in the Grants Department. The Grants Administrator applies for grants that are relevant to Arlington Public Schools' needs. The Grants Department also manages all financial transactions related to purchases funded through grants, and ensures that the salaries for staff working under grants are correctly allocated to the appropriate grant. Arlington Education Foundation (AEF) is a key funder of new projects for the district, both for teachers and department heads, as well as for district strategic initiatives. This year, the district submitted a record high number of Fall Innovations Grants to AEF, and looks forward to additional submissions for the Spring Innovations Grants cycle.

The Grants Department networks with APS staff to understand the needs of the district, so that grants can provide targeted support. As an example, the Grants Department was responsible for the award of a state grant for High-Quality Instructional Materials for the new elementary EL curriculum in the amount of \$215,532. The department also collaborates with the leaders of the private schools who receive allocations of federal entitlement grants through Arlington.

The new Grants Administrator is a member of professional grant associations and is taking grants webinars to get more exposure on the grant process and how to excel at grant writing. The Administrator also attended the METCO Conference in December, which was informative and impactful, and has incorporated the information into other grants applications. For instance, an approved AEF grant for grades K-6 reading materials is being checked by literacy coaches to ensure diversity and positive representation of all cultures in the books selected.





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## **Human Resources**

The Human Resources Department supports the District by working with multiple departments and schools in all areas of recruitment, hiring, and onboarding and off boarding of staff. The Department also manages benefit enrollments and changes for School Employees.

Human Resources functions include Collective Bargaining, managing employee relations, advising Principals and Directors on staffing, managing leaves of absence, responding to employee questions and setting up employees into multiple systems. The Human Resource department also manages all school benefit open enrollments as well as completes the IRS Affordable Care Act statement.

### **Major Accomplishments and Highlights for 2023**

During the calendar year, the Human Resources Department completed the implementation of the PowerSchool Unified Talent Records Platform. Through this system, we are processing all new hires, from the application phase to the hiring phase, in a paperless process.

The Human Resources Department processed the hiring paperwork for 348 individuals in all job categories.

Human Resources supported the recruitment and hiring of a new Deputy Superintendent for Teaching and Learning, a new Director of Communications and Family Engagement, four new Building Principals, and other new administrators, teachers and staff.

Following the successful override vote in Arlington, the Human Resources Department worked with the School Committee, Superintendent and other administrators to negotiate with the Arlington Education Association to modify the collective bargaining agreement with Unit D, Paraprofessionals. We successfully negotiated an amendment to the collective bargaining agreement to offer more competitive wages for paraprofessionals.

The HR Department has also worked within the Strategic Plan's Working Groups, specifically on Strategic Priority 2, Valuing All Staff. In collaboration with the Peirce Elementary School Principal, the HR Director has led Working Group 2.1-3, focusing on competitive compensation, recruitment and retention, and will continue to do so in 2024.

Much of the work of the Human Resources Department involves speaking with employees on an individual basis to answer questions about benefits, leaves of absence, payroll, and many other topics. We pride ourselves on our responsiveness to employees.

## **Transportation**

APS Transportation Department consists of 13 fullsize school buses and three student transports. Our staff is made up of a diverse group of 12 drivers and nine monitors. The vehicles the students are transported on, two electric and 11 diesel, go through rigorous safety inspections four times per year. This is in addition to the annual state inspection. APS transports Arlington students to in-district and out-of-district schools. Many out-of-district students are transported by vendors that contract with APS.

Transportation is also provided for Athletics, Performing Arts, and Field Trips. Additionally, transportation is provided to AASP and Recreation. We also provide summer transportation for these agencies.

Two buses are dedicated to the METCO AHS and OMS/Gibbs school runs. Summer transportation is also provided for METCO students to the summer fun programs.

## **Major Accomplishments and Highlights for 2023**

We provided transportation for:

- 114 students with door to door transportation
- 200 students for the Gibbs 6th grade school
- 122 students for the Bishop school
- Metco students going to and from AHS, OMS and Gibbs, also AHS and Peirce late buses
- Summer (ESY) in-district
- Summer Fun Program
- Arlington Recreation Program
- Arlington After School Program
- 342 Athletic Trips
- 145 Field Trips
- 30 Performing Arts Trips
- 5 Ski Trips

Additional highlights:

- The EV buses ribbon cutting was Town Day 9/23/23
- Destroyed the diesel buses in compliance with the EV grant
- Spec'd out a new student transport for an EV Ford Transit Van with 7D uplift including charging station for \$110K
- Finalized the last steps in implementing the OMS overflow bus
- Were successful in finding a way to provide transportation for the Recreation ASP
- Re-routed a bus and a driver to accommodate migrants at Homewood Suites to Peirce, OMS and Gibbs students
- Continuing our search for a school bus operator

## **Facilities**

The Facilities Department is a shared department between the Town and the Schools. Facilities oversees 34 buildings - 11 schools and 23 town buildings - totaling approximately 1.34 million square feet. Facilities oversees the repair and maintenance programs based on standards for preventive maintenance, required inspections for life safety and governmental compliance, and routine repairs and cleaning to maintain the town's buildings in good working order. The Facilities Department has 4 supervisory personnel and 1 administrative staff member who oversee capital projects and building upgrades, building maintenance and repairs, and custodial cleaning. The custodial team comprises a total of 42 custodians - 29 who are in-house and another 13 from a third party service provider. About half of the custodial staff is scheduled to work during regular business hours while the rest perform their duties after regular hours and under the supervision of a custodial night supervisor. In addition, Facilities coordinates regular building assessments and annual evaluations that are used for both capital planning and budgeting as well as routine repairs and preventative maintenance. Part of the department's mission is to maintain safe and comfortable educational environments conducive to learning. Department goals include: assisting in extending the asset life of existing facilities, adding value to facilities by enhancing their condition, adding additional reliability to capital budget requests, separating operating and maintenance budgets, and improving the operational efficiencies for the current level of maintenance expenses.

### **Facilities Department Responsibilities:**

- **Set and Maintain Standards for all Town/School Buildings and Assets**
  - Utilizing the Arlington Maintenance Policy and Plan, create standards for all facilities which could include health and safety, preservation of assets, special permit requirements, degree of need, life cycle of asset class, and cost to maintain asset
  - Ensure maintenance is done in a timely and cost effective manner as necessary to insure the long term health of Town assets
  - Deploy CMMS (Computerized Maintenance Management System) software for enhanced asset management and development of metrics for measuring and reporting the progress of the Town's investment in maintenance
  - Provide measurable results for maintenance levels in all facilities
- **Ongoing Procedures**
  - Utilize CMMS maintenance records to identify assets needing capital investment, replacement, improvement, adjustments in the routine maintenance or new levels of maintenance for all properties
  - Maintain new and retired asset data record collection
  - Submit annual maintenance plan and budget including all buildings and assets to Town Manager; submit annual report on patterns of problems including trends in emergency maintenance calls, actual costs of maintenance, opportunities for preserving current assets and for improving asset maintenance

### **Facilities Department Projects and Programs**

- **Programs**

- o Assist the design and construction teams on the Central School, DPW and AHS projects, especially on specifications to ensure reliability of products and brand consistency across the organization
- o Incorporate on-going formal facility condition assessments at various building in the portfolio to allow for proactive capital planning
- o Update existing plan based on life-cycle expectancy of building HVAC, vertical transportation, and life safety equipment
- o Relaunch DudeSolutions as Brightly Asset Essentials work order system across remainder of building portfolio in calendar year 23 (school buildings were re-launched in 2023); the Facilities Department is also considering migrating from the outdated Maintenance Direct and Capital Forecast modules to the upgraded Asset Essentials Platform with predictor module

- **Projects**

- o Supported Phase 1 Turn-Over at Arlington High School
- o Supported Central School building as part of Arlington Community Center project Turn-Over
- o Provided construction specification support for the Public Works Project at DPW Yard
- o Renovated and re-occupied the Parmenter Building as a public school building housing the Menotomy Preschool
- o Completed enabling work for phases 2 of Arlington High School building project
- o Performed in-house carpet cleaning at various sites
- o Executed and managed multiple preventive maintenance contracts with 3rd parties, including elevators, fire alarms, fire suppression systems, fire extinguishers, pest control, ventilation hoods, grease traps, water treatment, security/camera/access control systems, emergency generators, and oil and gas burners
- o Installed last phase energy saving LED lighting Brackett Schools
- o Covid Response: reset HVAC equipment to return to energy savings operations balanced with adequate ventilation for students and staff
- o Installation of a new chiller on the roof of the Robbins Library
- o Exterior painting at Peirce, Dallin, Brackett, and Stratton Elementary Schools, and Ottoson Middle School
- o Installed new canopy at Stratton School
- o Repaired long-standing chronic roof leaks at Robbins Library, Bishop School, and Brackett School
- o Replaced compressor on Bishop Elementary main office rooftop unit
- o Repaired Peirce Elementary School Cafeteria rooftop unit, correcting long-standing deficiencies
- o Relamped light towers at Peirce Field in-house resulting in significant cost savings
- o Installed window screens at Bishop, Ottoson Middle School, AHS Downs, Parmenter, Gibbs Gym in a short timeframe with significant cost savings
- o Installed new carpeting at Bishop School in library and Principal's Office
- o Completed carpentry and trim repairs at Bishop School Crosby St. entrance
- o Installed new wheelchair lift at Ottoson School
- o Flooring repairs at Hardy and Brackett Schools
- o Installed new sinks and millwork to create an additional science classroom at Ottoson
- o New public address and master clock system at Ottoson School

- o Installation of exterior security cameras at Thompson School and Arlington Senior Center
- o Reconfigured several classrooms for APS, adding and removing partition walls to create new learning spaces
- o Completed annual life safety inspections including fire alarms, extinguishers, and fire suppression systems
- o Completed interior painting at all public schools

## **Facilities Department Projects and Programs**

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## **Information Technology**

### **Program Description**

The integrated Town and School Information Technology Department was created by the 2007 Town Meeting. The changes in the Town bylaw provided that the functions of the Department fell into three broad categories:

1. Town and School desktop and server hardware, networking, telecommunications, and software infrastructure support
2. Town and School administrative applications, implementation, and support
3. School Academic applications implementation and support

The Information Technology (IT) Department is responsible for supporting, implementing, and upgrading over 1,200 personal computers, 150 Cellular PDA's, over 200 printers, 5,500 Tablets and 25 resident and hosted servers, across Town and School Departments. Also under the purview of the IT Department is the Town and School network infrastructure, including ACMi video network and the management of over 125 network switches, 25 VOIP Telephone switches, 750 Phones, and 600 wireless access points. IT also manages a portfolio of applications including MUNIS ERP software, year-round educational initiatives, security and video, web mapping, online payment collections and numerous Town and School system integrations and websites.

### **FY2025 Objectives**

- Upgrade town wireless infrastructure to WiFi6
- Strengthen cybersecurity stance with launch of end point protection and monitoring for staff and student devices
- Continue cloud migration of services: migrate shared drives and personal drives to SharePoint
- Support and contribute to APS Technology Plan under Teaching and Learning
- Define unified payment platform with Treasurer
- Unify Service Desk activities on one common platform across Town and District

### **Major Accomplishments and Highlights for 2023**

- Launched Online Applications and Permitting service for Inspectional Services, reducing paper and increasing efficiency and transparency for the community
- Upgraded MUNIS Cashiering and cash reconciliation process with Treasurer
- Reviewed GIS infrastructure and tools in conjunction with DPW and set goals for replacement
- Upgraded MUNIS to version 2021 in November 2023
- Updated multiple Tyler forms for the Treasurer's Office to streamline workflows
- Completed all networking for AHS Phase II
- Completed all networking for Building A & E Grove Street campus
- Mapped out network needs for Buildings B, C and D Grove Street campus
- Supported the relocation of DPW from 23 Maple to 51 Grove Street by providing assistance and equipment
- Streamlined and launched Google PowerSchool Student Information System integrations for student accounts
- Migrated all town staff to Microsoft Office 365; multifactor authentication included in final roll out to prevent phishing and other security threats
- Decommissioned and virtualized three town servers to optimize our resources and performance

- Managed and streamlined the process of scheduling parent-teacher conferences with implementation of an online booking system
- Support of Virtual Town Meeting May through June 2023; support of Special Town meeting in October 2023
- Developed new time keeping schema and audio/visual pilot for Spring Town Meeting
- Migration of MUNIS to cloud-based offering, including multi factor authentication for all users for increased security
- Unified Service Desk staff across Town and District into cohesive team
- Onboarded new Service Desk Manager
- Implemented new APS Staff Password Policy for increased security and privacy
- Completed device inventory across town and district to support formalizing hardware refresh cycle
- Rolled out of ChatGPT with Digital Learning team for APS educators and all staff
- Consolidated District Inet circuit at data center (dual circuits)
- Replaced legacy copper lines with Zetron Ethernet network for APD and AFD Dispatch
- Migrated Filewave device maintenance suite to cloud
- Upgraded District firewall to Watchguard Total Security suite
- Implemented DMARC/DKIM protocol for domain verification for all staff email to reduce incidents of phishing
- Upgraded VMWare infrastructure upgrade to version 8 (hardware and software)
- Serve as member of APS Tech Team in collaboration with APS Welcome Center, Registration, and Data Services
- Supported Arlington Police Department with their body-worn cameras pilot, for increased accountability and transparency
- Supported relocation of APS teachers and administrators to new AHS building with both assistance and equipment
- Launched APS Parent Teacher conference system for Fall 2023 and Winter 2024
- Supported Digital Learning in certifying 3<sup>rd</sup> party applications in Google Workspace
- Piloted new online engagement platforms for DEIJ, Public Information (Town Website), Town Clerk and Community Development
- Supported relocation of Menotomy Preschool and AHS Daycare to new AHS building with both assistance and equipment
- Planned relocation of Recreation Department for Spring 2024
- Supported Town Clerk in application for CPA funding to digitize paper based vital records
- Drafted Data Center Operations Handbook for Grove Street campus
- Partnered with Comptroller's Office to reconfigured all roles and permissions in MUNIS to further delineate segregation of duties
- Launched new Chart of Account with Comptrollers in January 2024
- Consulting with new Hybrid Meeting Committee through Spring 2024
- Co-leading Superintendent's Strategic Working Groups 3.2 and 4.1
- Piloting automation of Lightspeed classroom rostering with Digital Learning Team (OMS, Gibbs and Dallin)

## 2023 MCAS Results - Arlington Public Schools Overview

- In the spring of 2023, grades 3-8 and 10 completed the computer-based Next Generation MCAS for ELA and Math.
- Grades 5, 8, and 10th grades completed the computer-based Next Generation MCAS in Science and Technology/Engineering.
- The Next-Generation MCAS focuses on a student's critical thinking, knowledge application, and ability to connect reading and writing. It also provides a more precise indication of career and college readiness.
- The percentage of Arlington students in each grade who meet or exceed grade-level expectations is drastically higher than the state average in each assessed content area.
- Arlington received an accountability rating of Meeting or Exceeding Expectations in 2023, the first year of the complete system since the inception of the Next Generation MCAS and revised accountability system.
- The Massachusetts Department of Elementary and Secondary Education did not issue school or district accountability determinations for the FY22 school year due to the COVID-19 pandemic.
- Schools earn an accountability percentile between 1 and 99. This number indicates the school's overall performance relative to other schools that serve similar grades and is calculated using multiple years of data for all accountability indicators. Accountability percentiles are not calculated for districts.
- Students within our district-defined focal groups continue to perform lower than their peers, indicating that Arlington still has an achievement gap for our most marginalized learners. Our focal groups are students who identify as Black or Hispanic, students who are categorized as low-income, students who are supported with an IEP, students who are multilingual learners, and students who identify as LGTBQ+.

### English Language Arts Assessment Results

- The percentiles shown represent students who scored in the combined Exceeding and Meeting Expectations categories.

Grade	2019	2021	2022	2023	2023 State
10	80%	82%	81%	80%	58%
8	75%	62%	75%	77%	44%
7	72%	75%	74%	70%	41%
6	70%	73%	69%	65%	42%
5	70%	69%	60%	73%	44%
4	67%	71%	64%	63%	39%

<b>3</b>	73%	78%	72%	66%	44%
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### MCAS Mathematics Results

- The percentiles shown represent students who scored in the combined Exceeding and Meeting Expectations categories.

<b>Grade</b>	<b>2019</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2022 State</b>
<b>10</b>	80%	79%	82%	85%	49%
<b>8</b>	73%	64%	73%	76%	37%
<b>7</b>	74%	63%	72%	71%	39%
<b>6</b>	71%	62%	71%	67%	41%
<b>5</b>	67%	54%	59%	72%	41%
<b>4</b>	67%	54%	68%	69%	45%
<b>3</b>	61%	59%	64%	63%	41%

### Science and Technology/Engineering Results

- The percentiles shown represent students who scored in the combined Exceeding and Meeting Expectations categories.

<b>Grade</b>	<b>2019</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2023 State</b>
<b>9, 10</b>			74%	76%	52%
<b>8</b>	72%	66%	76%	72%	41%
<b>5</b>	68%	71%	69%	74%	41%

## Measuring Growth in Student Performance on MCAS The Growth Model

Student Growth Percentiles (SGPs) provide a measure of the degree to which a student's achievement has changed from the prior year(s) to the current year in comparison to other students in the same grade who performed similarly in the past. SGPs use students' current and prior scores to assign an SGP that ranges from 1 to 99. Students who have a current year's score and a prior year's score—and have met the consecutive grade requirement—are issued an SGP.

In prior years, student growth percentiles (SGPs) were calculated by comparing students' current-year scores to those of students with similar scores in their cohort. Each year, the cohort group changed (depending on the performance of the current year population), which resulted in a state average SGP of about 50.

The following table can be utilized to understand the mean scores of growth:

Mean SGP of 1-19	Very Low Growth
Mean SGP of 20-39	Low Growth
Mean SGP of 40-59	Typical Growth
Mean SGP of 60-79	High Growth
Mean SGP of 80-99	Very High Growth

### 2023 ELA Mean Student Growth Percentiles (SGP)

Grade	2023	2023 State
10	50	50
3-8	56	50

### 2023 Math Mean Student Growth Percentiles (SGP)

Grade	2023	2023 State
10	58	50
3-8	56	50

## Chart of Accounts

In January 2024, the Town of Arlington implemented a new chart of accounts (COA). This update comes after over a year of working in partnership with the Town's Comptroller's Office and Tyler Munis Implementation team. The goal was to update the aging structure of our accounting system to be able to complete the following:

- **Make requisition entry easier and create less interruptions from budget overrides**
- **Make COA reporting of expenses easier for all**
- **Improve workflows for cross department activities**
- **Consolidation of accounts and organization codes when possible;** in efforts to make it easier for departments to code expenses, the COA was designed to reduce the number of account codes that departments may have to use when coding expenses.

The COA essentially is our account structure. It is the database of all of APS financial accounts in the Town's financial system. APS uses the COA as a list by school, or department, and line item (object code) of all of the financial transactions that are conducted throughout the financial year. The COA helps the district and town remain organized in order to provide reporting to the Department of Elementary and Secondary Education and to the Arlington community about our organization's financial health, values, and performance. The structure of our Chart of Accounts can be found below.

### **Fund**

Fund is a four (4) numeric character code that represents the funding source of your accounts. Most of our funding comes from the General Fund (0003). However, we are also funded by grants, private gifts, revolving and special revenue funds. Below is a general breakdown of the structure of the fund codes.

Fund Code	Description
0003	School General Fund
1000-1099	Federal Funding Source (Grants)
1100-1199	State Funding Source (Grants)
1200-1299	Revolving & Special Revenue
1300-1499	Private Gifts, Grants & Revolving

### **Function**

Function is a single character code that represents our function to the town of Arlington. We have one code for Function which represents Education. The single function code is "3".





## **Department**

Department is a three (3) numeric character code that represents the department under the town. As a major department to the town, there is only one department code to all of our accounts which is “300”.

## **Sub Department (APS Schools, Departments and Locations)**

Department is a three (3) numeric character code that represents the Arlington Public Schools department/school/location. Arlington Public Schools will only have codes between 300 and 399. Below is a current table of the Sub Department codes in Munis.

Sub Dept Code	Description
300	SCHOOL
301	HIGH SCHOOL
302	OTTOSON
303	GIBBS
310	BISHOP
311	BRACKETT
312	DALLIN
313	HARDY
314	PEIRCE
315	STRATTON
316	THOMPSON
318	MENOTOMY
319	ELEMENTARY SYSTEMWIDE
321	SUPERINTENDENT & ADMINISTRATION
322	TEACHING & LEARNING (FORMERLY KNOWN AS CURRICULUM & INSTRUCTION)
323	SPECIAL EDUCATION & STUDENT SERVICES
324	SPECIAL EDUCATION RESERVE
325	ATHLETICS
326	DIVERSITY, EQUITY, & INCLUSION

Sub Dept Code	Description
329	SCHOOL COMMITTEE
330	FINANCE
331	FOOD SERVICE
332	FACILITIES
333	INFORMATION TECHNOLOGY
334	TRANSPORTATION
335	OTHER OPERATIONS
336	GRANTS
341	AASP
342	APS CHILDCARE
343	COMMUNITY EDUCATION
399	SYSTEMWIDE

### **Programs**

Programs is a six (6) numeric character code that represents the Arlington Public Schools programs. A program is a department of Arlington Public Schools that lives under a school or location of APS. An example of a program would be a subject level program, such as English Language Arts (ELA). ELA would be a program that has a districtwide account but also has programming at each school. Arlington Public Schools will only have codes between 003000 and 003999. Below is a current table of the Program/DESE codes in Munis.

Program/DESE Code	Description
003001	SCHOOL LEADERSHIP
003002	PRE-KINDERGARTEN
003003	KINDERGARTEN
003004	ELEMENTARY EDUCATION
003005	SECONDARY EDUCATION
003100	C&I LEADERSHIP
003101	COMPUTER SCIENCE

Program/DESE Code	Description
003102	ENGLISH/LANGUAGE ARTS
003103	DIGITAL LEARNING
003104	FAMILY AND CONSUMER SCIENCE
003105	READING
003106	DRAMA
003107	GIFTED & TALENTED
003108	READING INTERVENTIONS
003109	ELL
003110	HEALTH & WELLNESS
003111	MATH
003112	SCIENCE
003113	INSTRUMENTAL MUSIC
003114	MATH INTERVENTION
003115	SOCIAL STUDIES
003116	LIBRARY/MEDIA
003117	MUSIC
003118	WORLD LANGUAGES
003119	PHYSICAL EDUCATION
003120	ART
003121	BUSINESS EDUCATION
003122	PROFESSIONAL DEVELOPMENT
003201	HEALTH SERVICES/NURSING
003202	COUNSELING
003300	SPECIAL ED ADMINISTRATION
003301	SPECIAL EDUCATION
003302	PUPIL SERVICES (504)
003303	SPECIAL EDUCATION PROFESSIONAL DEVELOPMENT

Program/DESE Code	Description
003304	MEDICAL SERVICES
003305	ONE TO ONE ASSISTANCE
003306	OUT OF DISTRICT TUITION
003307	SPED SUMMER PROGRAM
003308	SPED TESTING AND ASSESSMENT
003309	TRANSPORTATION - SPECIAL ED IN
003310	TRANSPORTATION - SPECIAL ED OUT
003400	SCHOOL COMMITTEE
003401	SUPERINTENDENT
003402	DIVERSITY, EQUITY & INCLUSION
003403	HUMAN RESOURCES
003404	METCO
003405	SUMMER PAC
003410	COMMUNICATIONS & FAMILY ENGAGEMENT
003501	BUSINESS OFFICE
003502	PAYROLL
003503	GRANTS DEVELOPMENT
003510	INFORMATION TECHNOLOGY
003511	DATA AND ACCOUNTABILITY
003512	FOOD SERVICES
003513	TRAFFIC SUPERVISORS
003520	FACILITIES MAINTENANCE
003521	CUSTODIAL SERVICES
003522	ENERGY MANAGEMENT
003530	TRANSPORTATION - REGULAR ED
003531	TRANSPORTATION - VOCATIONAL
003532	TRANSPORTATION HOMELESS



Program/DESE Code	Description
003600	ATHLETICS - ADMINISTRATION
003601	ATHLETICS - BASEBALL
003602	ATHLETICS - BASKETBALL
003603	ATHLETICS - CHEERLEADING
003604	ATHLETICS - CROSS COUNTRY
003605	ATHLETICS - FIELD HOCKEY
003606	ATHLETICS - FOOTBALL
003607	ATHLETICS - GOLF
003608	ATHLETICS - GYMNASTICS
003609	ATHLETICS - ICE HOCKEY
003610	ATHLETICS - INDOOR TRACK
003611	ATHLETICS - LACROSSE
003612	ATHLETICS - OUTDOOR TRACK
003613	ATHLETICS - SKIING
003614	ATHLETICS - SOCCER
003615	ATHLETICS - SOFTBALL
003616	ATHLETICS - SWIMMING
003617	ATHLETICS - TENNIS
003618	ATHLETICS - VOLLEYBALL
003619	ATHLETICS - WRESTLING
003701	TITLE 1 DISTRIBUTION
003702	IMPROVING EDUCATION
003703	ARL ED ENRICHMENT
003801	COMM ED - ADULT EDUCATION
003802	COMM ED - ADULT ED FALL
003803	COMM ED - ADULT ED WINTER
003804	COMM ED - ADULT ED SPRING

Program/DESE Code	Description
003805	COMM ED - YOUTH SUMMER FUN
003806	COMM ED - YOUTH ED - FALL
003807	COMM ED - YOUTH ED - WINTER
003808	COMM ED - YOUTH ED - SPRING
003809	COMM ED - KIDZONE
003810	COMM ED - TEENZONE
003811	COMM ED - YOUTH FITNESS
003812	COMM ED - DRIVER'S ED
003813	COMM ED - HIGH SCHOOL/COLLEGE
003901	SUMMER PROGRAMS
003902	EXTENDED DAY
003903	VOCATIONAL SCHOOL TUITION
003997	SCHOLARSHIP
003998	COVID-19
003999	SYSTEMWIDE EXPENSE

### **Revenue/DESE (End of Year Reporting Only)**

Program/DESE code is a four (4) numeric character code that identifies the Department of Elementary and Secondary Education (DESE) column classifications for the end of year report by funding type. These codes will be helpful for financial reporting to DESE and for analysis. Arlington Public Schools will only have codes between 0001 and 0199. Below is a current table of the Revenue/DESE codes in Munis.

Revenue/DESE Code	Description
0000	UNASSIGNED
0001	DESE EOYR - SCHOOL COMMITTEE
0002	DESE EOYR - CITY/TOWN
0003	DESE EOYR - DESE ADMINISTERED
0004	DESE EOYR - OTHER (NON-DESE) FEDERAL
0005	DESE EOYR - DESE ADMINISTERED



Revenue/DESE Code	Description
0006	DESE EOYR - OTHER (NON-DESE) STATE
0007	DESE EOYR - STATE CIRCUIT BREA
0008	DESE EOYR - PRIVATE GRANTS
0009	DESE EOYR - TUITIONS
0010	DESE EOYR - ATHLETIC
0011	DESE EOYR - OTHER LOCAL RECEIPTS
0012	DESE EOYR - SCHOOL LUNCH
0013	DESE EOYR - TITLE I (FC 305)
0014	DESE EOYR - IDEA (FC 240)
0015	DESE EOYR - CVRF RLTE (FC 118)
0016	DESE EOYR - CVRF SCHOOL REOPEN
0017	DESE EOYR - ESSER I (FC 113)
0018	DESE EOYR - ESSER II (FC 115)
0019	DESE EOYR - ESSER III (FC 119)
0020	DESE EOYR - ESSER SEA RESERVE
0021	DESE EOYR - GEER (FCS 423, 526)
0022	DESE EOYR - STATE CORONAVIRUS

## **Budget Control**

Budget Control (shown as Budget Ctrl in segment find) is a two (2) numeric character code that identifies budget responsibility of the account. There will be two different identifiers that will be used for APS users.

- “01” - School Salaries; School salaries classification is for accounts that are currently managed by central administration. These accounts include only full-time equivalent budgeted salaries. This separation will help keep payroll encumbrances separate from department head/principal account codes.
- “02” - School Expenses; School expenses classification is for an account that is to be managed by department head/principals or their designee. These accounts include operational and discretionary budgets, including stipends, per diem salary expenses, daily substitutes, contracted services, supplies, materials and other expenses.

## **Object Code**

Object code (shown as Object in segment find) is a six (6) numeric character code that classifies the type of revenue or expense. Accounting standards set guidelines where revenue object codes should start with the number “4” and expenses object codes that start with the number “5”. Previously revenues and expenses started with the numbers “7” and “8” respectively. Payments made to APS employees should be coded to object codes that begin with the numbers “51”.

The object code also aligns with DESE object codes. DESE has six object code classifications that define the category of goods or services purchased. The third and fourth character contains DESE two (2) character object code. Our object codes are separated into these categories to help align our accounts with DESE reporting structure. DESE’s six object codes are listed below followed by a table of our current object codes for each of DESE six object codes.

## **Revenue Object Codes**

Revenues are reserved for revolving funds, special revenues and grants. Revenues collected from select activities will be posted here. Revenue object codes start with the character “4” according to accounting principles.

<b>Object Code</b>	<b>Description</b>
437003	E-RATE REVENUE
454000	FEDERAL REVENUE - GRANTS
458000	FEDERAL REVENUE - PASS THROUGH STATE
468010	STATE REVENUE - GRANTS
482001	EARNINGS ON INVESTMENTS
482002	CAPITAL GAINS
483001	GIFTS & DONATIONS
484002	MISC NON RECURRING REVENUE
484014	MISC REVENUE - PRIVATE GRANT
484015	MISC REVENUE - REVOLVING
484016	SCHOOL LUNCH RECEIPTS
484017	NUTRIKIDS SCHOOL FOOD SERVICE REVENUE
491000	BOND PROCEEDS
497005	TRANSFER FROM GENERAL FUND



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Object Code	Description
497006	TRANSFER FROM OTHER FUNDS

## Expense Object Codes

### Professional Salaries Object Codes

Object codes that begin with “5101” are classified as professional salaries in Munis. This classification identifies full-time, part-time and prorated portions of payments to personnel services of a professional nature rendered to an education plan. Categories included as professionals are Superintendents, Principals, Supervisors, Teachers, Librarians, Counselors, Psychologists and other professional educators.

Object Code	Description
510101	PS ADMINISTRATION SAL & WAGES
510102	PS TEACHER SALARIES
510105	PS RELATED SERVICE PROVIDER SA
510107	PS SOCIAL WORKERS SALARIES
510110	PS NURSE SALARIES
510111	PS TEMP SALARIES/BUILD PRINC
510112	PS TEMP SALARIES PROFESSIONAL
510113	PS ACADEMIC TEACHER LEADERSHIP
510114	PS ADMINISTRATIVE STIPEND
510115	PS TEACHER ROOM MOVING
510116	PS LONGEVITY/TEACHERS
510117	PS LONGEVITY ADMIN
510118	PS PROPORTIONATE SHARE
510119	PS SIGNIFICANT DISPROPORTIONAL

### Secretarial and Clerical Salaries Object Codes

Object codes that begin with “5102” are classified as secretarial and clerical salaries in Munis. This classification identifies the payments for a grouping of assignments to perform the activities of preparing, transferring, transcribing, systematizing or preserving communications, records and transactions, regardless of the level of skills required.

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Object Code	Description
510201	CS CLERICAL SALARIES
510202	CS TEMPORARY CLERICAL HELP
510203	CS SKILLS STIPEND
510204	CS LONGEVITY CLERICAL

**Other Salaries Codes**

Object codes that begin with “5103” are classified as other salaries in Munis. This classification identifies the payment for a grouping of assignments regardless of level of difficulty that relate to supportive services. Included as other salaries: Custodians, Aides, Substitutes, Paraprofessionals, Food Service Personnel, School Bus Drivers, Traffic Supervisors and other classified salaries not identified as professional, secretarial and clerical.

Object Code	Description
510301	OS CUSTODIAL SALARIES
510302	OS MAINTENANCE SALARIES
510303	OS FOOD SERVICE SALARIES
510304	OS PARAPROFESSIONAL SALARIES
510305	OS TRANSPORTATION SALARIES
510308	OS OTHER FULL TIME SALARIES
510309	OS BUS MONITORS
510310	OS PART TIME SALARY WAGES
510311	OS AUTO ALLOWANCE
510312	OS CALL BACK
510313	OS CLOTHING ALLOWANCE
510314	OS CUST/SNOW/ICE REMOVAL
510315	OS CUSTODIAL ABSENCE/VACATION
510316	OS CUSTODIAL ATHLETIC EVENTS
510317	OS CUSTODIAL CLOTHING ALLOW
510318	OS CUSTODIAL/OVERTIME

Object Code	Description
510319	OS SUBSTITUTE TEACHERS
510320	OS LONGEVITY CUST
510321	OS MAINT/WK OUT OF CLASSIFICAT
510322	OS OTHER STIPENDS
510323	OS OUT OF CLASSIFICATION SALAR
510324	OS OVERTIME PEAK LOAD REQUIREMENT
510325	OS PERMIT
510326	OS SPED SUMMER SCHOOL(HARDY)
510327	OS STUDENT ACTIVITY SUPPORT ST
510328	OS TEMPORARY SALARY WAGES OTHER
510329	OS TRANSPORTATION OVERTIME
510330	OS WORKSHOPS STIPENDS/GREEN SL
510331	OS LONGEVITY PARAPROFESSIONALS
510332	OS PROPORTIONATE SHARE
510333	OS SIGNIFICANT DISPROPORTIONAL

**Contract Services Object Codes**

Object codes that begin with “5204” are classified as contract services in Munis. Expenses coded for these object codes are for payments for services rendered by personnel who are not on the payroll and are not regular employees, including all related expenses covered by the contract with an outside vendor or individual.

Object Code	Description
520401	CTR CONTRACTED SERVICES
520402	CTR ATHLETIC CONTRACTED SERVICES
520403	CTR BOILER CONTRACTED SERVICES
520404	CTR CONTRACTED TRANSPORTATION
520405	CTR ELECTRICAL CONTRACTED SERVICES
520406	CTR ELEVATOR MAINTENANCE REPAIR SERVICES
520407	CTR ENGINEERING SERVICES

520408	CTR ENVIRONMENTAL SERVICES
520409	CTR EXTERMINATION SERVICES
520410	CTR GENERAL CONSTRUCTION CONTRACTED SERVICES
520411	CTR HVAC CONTRACTED SERVICES
520412	CTR INSTRUCTIONAL CONTRACTED SERVICES
520413	CTR LEGAL SERVICES
520414	CTR PAINTING CONTRACTED SERVICES
520415	CTR PLUMBING CONTRACTED SERVICES
520416	CTR PROFESSIONAL TECH SERVICES
520417	CTR ROOF REPAIRS CONTRACTED SERVICES
520418	CTR SECURITY SERVICES
520419	CTR SNOW REMOVAL SERVICES
520420	CTR PROFESSIONAL DEVELOPMENT CONTRACTED SERVICES
520422	CTR PROPORTIONATE SHARE CONTRACTED SERVICES
520423	CTR SIGNIFICANT DISPROPORTIONALITY CONTRACTED SERVICES

**Supplies and Materials Object Codes**

Object codes that begin with “5205” are classified as supplies and materials in Munis. Supplies, materials and items of an expendable nature that are consumed, worn out or deteriorated in use, lose their identity through fabrication or incorporation into a different or more complex unit or substance. These items are defined as having a unit price of under \$5,000.

Object Code	Description
520501	SM SUPPLIES AND MATERIALS
520502	SM ATHLETIC SUPPLIES
520503	SM CARPENTRY SUPPLIES DOORS
520504	SM COMPUTER SOFTWARE
520505	SM COMPUTER SUPPLIES
520506	SM CURRICULUM SUPPLIES





Object Code	Description
520507	SM CUSTODIAL SUPPLIES CLEANING
520508	SM EDUCATIONAL SUPPLIES
520509	SM ELECTRICAL SUPPLIES
520510	SM EQUIPMENT MAINTENANCE
520511	SM EQUIPMENT RENTAL
520512	SM EQUIPMENT SUPPLIES
520513	SM FLOORING SUPPLIES/SERVICES
520514	SM FOOD SUPPLIES
520515	SM GRADUATION SERVICE CEREMONI
520516	SM GROUNDS SUPPLIES
520517	SM HVAC SUPPLIES
520518	SM INSTRUCTIONAL MATERIALS
520519	SM MASONRY SUPPLY SERVICES
520520	SM MEDICAL SURGICAL SUPPLIES
520521	SM MISC MAINTENANCE SUPPLIES
520522	SM MISC SUPPLIES
520523	SM OFFICE SUPPLIES
520524	SM PLUMBING SUPPLIES
520525	SM REPRO PAPER TONER SUPPLIES
520526	SM REPRODUCTION/PRINTING
520527	SM TESTING MATERIALS
520528	SM TEXTBOOKS BOOKS PERIODICALS
520529	SM WEATHER/URGENT REPAIRS
520530	SM WINDOW GLASS SERVICE SUPPLI
520532	SM SIGNIFICANT DISPROPORTIONAL

**Other Expenditures Object Codes**

Object codes that begin with “5206” are classified as other expenses in Munis. Other expenses are expenditures that are not chargeable to another object code, such as dues, subscriptions and travel for staff (food, coal, fuel oil, gas, steam, wood, file servers).

Object Code	Description
520601	OE OTHER EXPENSES
520602	OE ADVERTISING
520603	OE BUSINESS TRAVEL
520604	OE CAPITAL EQUIPMENT/FURNITURE
520605	OE COMPUTER EQUIPMENT HARDWARE
520606	OE COMPUTER NETWORK TELECOM
520607	OE COURT JUDGEMENTS SETTLEMENT
520608	OE CREDIT CARD CHARGES
520609	OE DIRECT FOOD EXPENSES
520610	OE FIELD TRIPS
520611	OE GAS & OIL
520612	OE GRADUATE COURSE REIMBURSEMENT
520613	OE GREY BILLS FROM TOWN
520615	OE INSTRUCTION EQUIPMENT
520616	OE INSTRUCTIONAL EQUIPMENT
520617	OE INSURANCE
520618	OE MEMBERSHIP & DUES
520619	OE MISC EXPENSES
520620	OE MISC MAINTENANCE SERVICES
520621	OE MOTOR VEHICLE REPAIR
520622	OE MTRB PENSION
520623	OE NATURAL GAS
520624	OE OTHER FOOD EXPENSES



Object Code	Description
520625	OE OTHER PAYMENTS
520626	OE PENSIONS
520627	OE POSTAGE
520628	OE POWER ELECTRICITY
520629	OE PROFESSIONAL AFFILIATIONS
520630	OE RENTALS
520631	OE REPAIRS
520632	OE SAFETY EQUIP AND TESTING
520633	OE SCHOLARSHIPS
520634	OE SOFTWARE
520635	OE SOFTWARE EQUIPMENT
520636	OE SPACE RENTAL
520637	OE TELEPHONE/PAGERS
520638	OE TENT RENTALS
520639	OE TITLE II COVENANT SCH TRAIN
520640	OE TITLE II DEARBORN SCH TRAIN
520641	OE TITLE II GERMAINE TRAINING
520642	OE TITLE II ST AGNES TRAINING
520643	OE TITLE IIA-ARL CATHOLIC
520644	OE TRAINING & EDUCATION CONFERENCE
520645	OE TUITION OTHER SCHOOLS
520650	OE VEHICLE ACQUISITION
520651	OE PROPORTIONATE SHARE OTHER EXPENSES

## Schedules

### **Budget by Program Summary**

The Program Summary includes the FY21, FY22, FY23 Final Expenses, FY24 Budget and the Superintendent's Proposed FY25 Budget.

In this view we are looking at all expenses, regardless of funding source, subtotal by Program. This Program view allows us to look at activity in our budget by educational themes.

For example, elementary classroom instruction is found in Program 3004 – Elementary Education. At the Middle and High School levels, classroom instruction is divided by areas of subject content, like Mathematics or Social Studies. Program 3005 – Secondary Education is primarily used for general supplies that are at the discretion of the Principal, while teacher salaries and other instructional material are to be found under the subject content that they teach. Athletics are shown in greater detail in Programs 3600 to 3620.

Program codes 3300 to 3399 capture activity for Special Education.

<b><i>Program Description</i></b>	<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
3001 - School Leadership	4,094,413	4,496,185	4,554,171	4,317,500	4,465,732
3003 - Kindergarten	2,457,430	2,862,763	2,632,739	2,716,788	2,778,222
3004 - Elementary Education	10,791,764	11,077,161	11,495,145	11,801,910	12,086,159
3005 - Secondary Education	870,562	1,023,455	1,613,352	1,712,908	1,836,936
3100 - C&I Leadership	735,886	943,467	882,999	635,726	606,789
3101 - Computer Science	445,069	475,371	466,523	533,212	561,384
3102 - English/Language Arts	2,658,446	2,787,531	3,036,454	3,202,562	3,535,209
3103 - Digital Learning	0	0	37,384	50,412	196,975
3104 - Family and Consumer Science	568,271	615,618	524,678	647,081	759,441
3105 - Reading	435,552	607,172	741,298	735,524	730,225
3106 - Drama	0	5,886	3,986	1,800	6,390
3107 - Gifted & Talented	94,226	95,501	110,455	99,978	105,770
3108 - Reading Interventions	1,536,454	1,849,584	1,773,939	1,899,376	2,061,626
3109 - ELL	1,133,623	1,209,500	1,328,471	1,491,081	1,681,864
3110 - Heath & Wellness	96,046	73,414	120,939	122,926	127,325
3111 - Math	2,722,890	2,914,148	3,187,906	3,451,329	3,529,944
3112 - Science	2,530,931	2,733,468	2,838,936	2,961,220	3,058,325
3114 - Math RTI	904,948	1,170,534	1,431,684	1,557,295	1,757,540
3115 - Social Studies	2,336,357	2,721,180	2,911,476	3,028,163	3,303,844

<b>Program Description</b>	<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
3116 - Library/Media	683,223	809,613	1,005,911	1,489,755	1,294,933
3117 - Music	1,310,638	1,345,221	1,730,757	2,043,474	2,127,922
3118 - World Languages	1,965,678	2,139,831	2,224,214	2,528,854	2,498,974
3119 - Physical Education	1,836,970	1,906,149	1,957,245	2,052,068	2,180,797
3120 - Art	1,221,466	1,259,485	1,529,595	1,567,160	1,701,646
3122 - Professional Development	260,489	159,978	305,595	555,017	548,444
3201 - Health Services/Nursing	1,429,034	1,542,306	1,536,877	1,828,285	1,848,938
3202 - Guidance	1,466,564	1,536,299	1,753,039	1,806,823	2,030,940
3300 - Special Ed Administration/Leadership	1,211,325	1,204,484	1,328,376	1,249,515	1,022,981
3301 - Special Education	12,144,647	12,907,717	14,271,483	15,352,035	17,825,077
3302 - Pupil Services (504)	2,200	3,681	5,000	16,192	15,835
3304 - Medical Services	4,185	6,379	3,000	8,714	7,039
3305 - One to One Assistance	460,016	459,220	581,460	633,250	892,434
3306 - Out of District Tuition	5,391,571	5,339,796	4,454,005	5,593,517	5,271,442
3307 - SpEd summer program	548,931	297,521	518,445	256,920	251,250
3308 - SpEd testing and assessment	2,322	702	0	7,197	7,039
3309 - Transportation - Special Ed In District	723,446	829,175	917,320	692,828	725,034
3310 - Transportation - Special Ed Out of District	441,075	461,123	569,740	306,853	300,080
3400 - School Committee	186,258	162,920	139,962	226,472	231,614
3401 - Superintendent	606,987	465,002	451,892	474,365	478,735
3402 - Diversity, Equity & Inclusion	0	4,081	10,627	8,493	308,323
3403 - Human Resources	303,949	471,444	668,786	538,928	326,185
3404 - METCO	0	0	0	591,228	591,228
3410 - Communications & Family Engagement	0	0	6,973	0	597,425
3501 - Business Office	566,514	617,344	656,927	769,330	760,206
3502 - Payroll	387,791	391,132	437,760	433,547	421,978
3503 - Grants Development	117,191	117,913	150,651	124,501	86,700
3510 - Information Technology	1,194,894	1,344,999	1,535,526	1,592,282	1,854,656
3511 - Student Data and Assessment	374,309	341,612	449,064	460,041	455,066
3513 - Traffic Supervisors	184,216	219,281	222,729	225,203	228,965
3520 - Facilities Maintenance	3,248,034	4,105,726	4,244,905	4,374,559	4,609,613
3521 - Custodial Services	2,312,331	2,400,093	2,797,530	2,616,772	2,719,013
3522 - Energy Management	0	0	10,143	0	0
3530 - Transportation - Regular Ed	266,614	320,027	387,114	348,979	343,853
3532 - Transportation Homeless	23,667	55,134	107,249	45,489	44,486
3600 - Athletics - Administration	214,462	309,199	372,974	409,623	405,439

<b>Program Description</b>	<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
3601 - Athletics - Baseball	20,292	25,008	23,682	26,035	25,863
3602 - Athletics - Basketball	32,122	37,112	30,058	38,638	43,618
3603 - Athletics - Cheerleading	8,349	12,987	12,549	13,522	11,897
3604 - Athletics - Cross Country	55,559	31,125	35,172	32,405	28,488
3605 - Athletics - Field Hockey	16,645	17,497	15,006	18,216	17,875
3606 - Athletics - Football	52,381	60,686	49,889	63,176	53,851
3607 - Athletics - Golf	7,089	8,400	8,731	8,746	9,593
3608 - Athletics - Gymnastics	12,438	17,649	19,629	18,374	21,485
3609 - Athletics - Ice Hockey	82,760	130,340	111,227	118,226	117,753
3610 - Athletics - Indoor Track	18,174	49,610	52,920	51,647	38,589
3611 - Athletics - Lacrosse	29,141	32,737	28,720	34,083	35,834
3612 - Athletics - Outdoor Track	19,330	16,223	29,188	16,890	1,919
3613 - Athletics - Skiing	4,415	21,854	35,847	17,650	18,608
3614 - Athletics - Soccer	34,928	37,402	35,835	38,939	37,774
3615 - Athletics - Softball	19,911	20,787	19,305	21,640	21,899
3616 - Athletics - Swimming	28,170	17,730	17,620	18,459	27,394
3617 - Athletics - Tennis	17,216	18,281	28,583	19,036	20,230
3618 - Athletics - Volleyball	30,535	32,948	32,173	34,301	37,954
3619 - Athletics - Wrestling	11,045	10,233	15,843	10,654	15,316
3620 - Athletics - Nordic Skiing	0	0	0	0	11,897
3902 - Extended Day	141,881	184,107	434,965	308,900	263,841
3911 - Title I	117,719	166,225	158,086	149,600	149,600
3912 - Title IIA Improving Teacher Quality	62,156	60,352	90,691	69,697	69,697
3913 - Title III ELL	29,189	25,994	34,235	54,057	54,057
3915 - Special Education Early Childhood	35,783	45,228	56,725	46,544	46,544
3916 - Special Education - 94 - 142	1,421,396	1,479,334	1,947,805	1,807,187	1,807,187
3996 - Reserve for Budget Adjustments	0	0	0	400,000	1,251,471
3998 - COVID-19	1,283,446	515,465	612,984	915,720	0
3999 - Systemwide Expense	2,133,073	1,159,906	1,550,481	321,356	120,220
<b>Grand Total</b>	<b>81,229,007</b>	<b>85,431,748</b>	<b>92,523,360</b>	<b>96,868,758</b>	<b>102,564,444</b>



### **Budget by Sub-Department Summary**

The Budget by Department Summary shows the Arlington Public School budget subtotaled by cost center or sub-department. This view includes FY21, FY22, and FY23 expenses for each cost center. It also includes the FY24 budget and the Superintendent's proposed FY25 budget.

<b>Department Description</b>	<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
301 - High School	11,652,295	12,526,564	13,716,711	14,524,232	15,843,998
302 - Ottoson	7,053,126	7,901,671	8,601,848	9,306,656	10,201,408
303 - Gibbs	4,487,393	4,542,937	6,482,129	7,132,404	7,728,862
310 - Bishop	3,220,581	3,165,981	3,505,174	3,480,164	3,761,412
311 - Brackett	3,442,829	3,867,295	4,027,014	4,072,886	4,353,588
312 - Dallin	3,506,587	3,378,942	3,541,400	3,707,030	4,425,973
313 - Hardy	3,445,335	3,820,465	4,324,944	4,589,930	4,928,400
314 - Peirce	2,462,518	2,660,405	2,994,457	3,318,962	3,691,093
315 - Stratton	3,056,626	3,554,500	3,953,377	3,992,614	5,235,544
316 - Thompson	3,533,603	4,045,168	4,121,560	4,224,698	5,047,003
318 - Early Childhood	869,940	838,576	772,950	1,051,805	1,564,762
319 - Elementary Systemwide	2,909,958	3,227,559	3,387,383	4,080,655	2,430,384
321 - Superintendent & Administration	659,829	616,378	629,926	694,144	567,694
322 - Curriculum & Instruction	2,603,146	2,700,211	2,911,814	2,870,510	3,950,498
323 - Special Education & Student Services	14,580,662	14,257,846	14,492,503	15,366,741	12,958,720
324 - Special Education Reserve	110,000	0	0	0	0
325 - Athletics	714,961	909,778	974,953	1,039,386	1,003,276
329 - School Committee	131,394	111,282	109,637	139,531	146,589
330 - Finance	954,305	1,008,476	1,094,591	1,202,877	1,182,184
332 - Facilities	5,463,730	6,309,444	5,088,502	4,480,690	4,702,476
333 - Information Technology	1,194,894	1,344,999	1,602,588	1,668,086	1,928,789
334 - Transportation	1,452,709	1,665,459	1,981,010	1,392,349	1,411,692
336 - Grants	3,653,460	2,578,736	3,454,915	3,598,911	2,718,313
399 - Systemwide	69,127	399,075	753,975	933,497	2,781,786
<b>Grand Total</b>	<b>81,229,007</b>	<b>85,431,748</b>	<b>92,523,360</b>	<b>96,868,758</b>	<b>102,564,444</b>



## **Budget by Object Summary**

This is the view familiar to those who look at the monthly expense reports. Similar to the cost center and program views, the Object summary includes the FY21, FY22, and FY23 final expense totals, FY24 budget and the Superintendent's Proposed FY25 Budget. The object codes capture the type of expense. This summary view allows us to look at the School department budget by broad categories of expense.

<b>Object Description</b>	<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
510101 - PS Administration Sal & Wages	6,072,200	6,288,974	7,003,394	7,567,304	7,742,491
510102 - PS Teacher Salaries	44,208,798	46,869,826	50,650,868	54,272,548	57,722,840
510111 - PS Temp Salaries/Build Princ	0	0	150	152	121
510112 - PS Temp Salaries Professional	555,049	361,069	338,678	271,734	263,823
510113 - PS Academic Teacher Leadership	143,217	133,070	166,048	124,945	177,023
510114 - PS Administrative Stipend	96,345	89,032	66,949	57,151	44,167
510115 - PS Teacher Room Moving	30,292	71,786	26,103	49,462	14,432
510116 - PS Longevity/Teachers	441,437	461,863	453,625	454,774	497,128
510117 - PS Longevity Admin	27,270	27,611	23,102	22,893	33,174
510118 - PS Proportionate Share Professional Salaries	0	57,538	146,728	153,937	153,937
510119 - PS Significant Disproportionality - Professional Salaries	0	188	0	60,660	60,660
510201 - CS Clerical Salaries	2,230,088	2,278,983	2,377,508	2,363,090	2,564,752
510202 - CS Temporary Clerical Help	6,678	19,829	93,694	20,494	20,042
510203 - CS Skills Stipend	13,169	-6,977	2,596	0	0
510204 - CS Longevity Clerical	32,507	29,259	25,685	24,792	20,878
510301 - OS Custodial Salaries	1,902,750	1,626,014	1,793,076	1,990,641	2,106,150
510302 - OS Maintenance Salaries	479,868	383,982	362,460	705,207	635,847
510303 - OS Food Service Salaries	118,620	184,725	85,305	0	0
510304 - OS Paraprofessional Salaries	4,267,924	4,820,792	5,090,215	5,789,282	7,783,459
510305 - OS Transportation Salaries	0	0	0	0	0
510308 - OS Other Full Time Salaries	3,353,032	3,653,419	3,746,487	4,234,936	4,124,613
510310 - OS Part Time Salary Wages	172,030	206,422	214,777	246,133	214,227
510311 - OS Auto Allowance	314	0	0	0	0
510312 - OS Call Back	23,112	20,405	39,255	14,413	14,095
510313 - OS Clothing Allowance	15,932	16,534	18,052	15,778	15,430
510314 - OS Cust/Snow/Ice Removal	46,471	33,100	43,249	47,910	46,855
510315 - OS Custodial Absence/Vacation	24,721	79,240	90,399	30,447	29,775
510316 - OS Custodial Athletic Events	9,347	13,056	14,587	7,173	7,015
510317 - OS Custodial Clothing Allow	14,175	14,175	15,750	39,902	39,022
510318 - OS Custodial/Overtime	36,931	155,734	200,741	0	0



<b>Object Description</b>	<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
510319 - OS Substitute Teachers	1,154,975	1,096,445	1,244,963	851,046	652,512
510320 - OS Longevity Cust	15,503	17,429	18,623	14,743	9,270
510321 - OS Maint/Wk Out Of Classification	726	1,366	967	3,671	3,590
510322 - OS Other Stipends	69,451	41,023	118,029	281,381	260,820
510323 - OS Out Of Classification Salary	15,407	14,304	11,538	4,489	4,390
510324 - OS Overtime Peakload Requirement	80,990	84,824	95,196	50,991	49,867
510325 - OS Permit	5,107	30,492	43,372	13,783	13,480
510326 - OS Sped Summer School(Hardy)	206,048	213,240	215,202	0	0
510327 - OS Student Activity Support Stip	205,339	185,348	184,667	68,015	95,272
510328 - OS Temporary Salary Wages Other	491,908	562,188	717,237	622,018	629,326
510329 - OS Transportation Overtime	0	0	0	0	0
510330 - OS Workshops Stipends/Green Slip	16,721	2,115	42,592	9,140	9,034
510331 - OS Longevity Paraprofessionals	0	500	250	248	13,044
510332 - OE Proportionate Share - Other Expenses	0	4,537	0	0	0
510333 - OS Significant Disproportionality - Other Salaries	0	0	0	0	0
520401 - CTR Contracted Services	54,568	189,653	363,098	429,126	466,872
520402 - CTR Athletic Services	142,289	265,771	120,354	39,657	40,122
520403 - CTR Boiler Contracted Services	43,914	55,162	47,290	43,460	42,501
520404 - CTR Contracted Transportation	661,969	882,493	967,363	636,322	625,793
520405 - CTR Electrical Services	78,719	96,583	144,022	72,222	70,628
520406 - CTR Elevator Maintenance Repairs	45,742	50,000	54,524	50,535	49,420
520408 - CTR Environmental Services	0	405	500	506	495
520409 - CTR Extermination Services	1,729	6,751	27,825	2,022	1,977
520411 - CTR Hvac Contracted Services	108,405	478,497	361,022	200,929	196,495
520412 - CTR Instructional Services	0	12,411	6,890	6,853	6,633
520413 - CTR Legal Services	207,564	232,211	112,500	221,876	216,981
520414 - CTR Painting Services	1,474	2,958	91,700	56,094	54,856
520415 - CTR Plumbing Services	20,414	12,372	32,249	20,955	20,493
520416 - CTR Professional Tech Services	1,147,229	1,287,862	2,064,541	1,269,596	1,052,887
520417 - CTR Roof Repairs	1,309	23,294	34,000	25,268	24,710
520418 - CTR Security Services	62,388	71,033	79,404	60,642	59,304
520419 - CTR Snow Removal Contracted	60,461	70,152	31,192	0	0

<b>Object Description</b>	<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
520422 - CS Proportionate Share - Contracted Services	0	900	585	0	0
520423 - CS Significant Disproportionality - Contracted Services	0	74,481	0	212,550	212,550
520501 - SM Supplies and Materials	11,924	0	0	0	24,964
520502 - SM Athletic Supplies	33,276	28,085	90,500	35,483	47,030
520503 - SM Carpentry Supplies Doors	21,264	31,307	37,519	30,854	30,173
520504 - SM Computer Software	276,509	676,454	796,725	869,948	1,120,343
520505 - SM Computer Supplies	110,015	60,055	73,075	66,078	72,585
520506 - SM Curriculum Supplies	0	6,544	57	33,497	0
520507 - SM Custodial Supplies Cleaning	750,017	504,750	594,779	368,228	358,676
520508 - SM Educational Supplies	380,627	335,707	510,899	506,336	683,142
520509 - SM Electrical Supplies	27,990	9,892	26,152	17,209	16,829
520510 - SM Equipment Maintenance	27,449	53,270	101,829	69,105	68,540
520511 - SM Equipment Rental	61,430	137,273	71,955	45,482	44,479
520513 - SM Flooring Supplies/Services	16,580	30,126	117,524	11,436	11,184
520514 - SM Food Supplies	5,546	24,593	40,417	31,064	46,502
520515 - SM Graduation Service Ceremonies	20,994	22,364	17,194	7,483	20,188
520516 - SM Grounds Supplies	2,479	49,984	63,426	18,270	17,867
520517 - SM Hvac Supplies	182,973	48,486	56,555	38,305	37,460
520518 - SM Instructional Materials	1,002,786	704,571	637,224	1,249,707	971,905
520520 - SM Medical Surgical Supplies	80,214	103,603	47,978	42,668	41,706
520521 - SM Misc Maintenance Supplies	346,284	7,986	4,492	0	0
520522 - SM Misc Supplies	9,370	11,961	42,018	38,910	51,201
520523 - SM Office Supplies	50,904	58,770	158,587	92,197	111,804
520524 - SM Plumbing Supplies	54,597	32,435	64,035	42,129	41,200
520525 - SM Repro Paper Toner Supplies	42,231	67,973	112,371	72,956	93,407
520526 - SM Reproduction/Printing	15,091	5,834	9,770	13,146	13,335
520527 - SM Testing Materials	37,096	54,612	36,914	39,895	30,120
520528 - SM Textbooks Books Periodicals	274,337	208,912	137,848	162,896	190,437
520530 - SM Window Glass Service Supplies	3,773	4,522	41,919	31,442	30,749
520601 - OE Other Expenses	1,592	0	971	1,800	54,780
520602 - OE Advertising	538	380	2,430	202	2,811
520603 - OE Business Travel	164	355	2,247	4,292	4,199
520604 - OE Capital Equipment/Furniture	12,396	14,582	329,505	2,027	1,983

<b>Object Description</b>	<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
520605 - OE Computer Equipment Hardware	82,417	15,410	46,271	21,491	32,679
520606 - OE Computer Network Telecom	2,200	1,086	17,440	17,627	16,779
520607 - OE Court Judgements Settlement	0	325	325	329	323
520608 - OE Credit Card Charges	650	1,445	816	0	0
520610 - OE Field Trips	7,246	12,910	37,941	23,175	28,297
520611 - OE Gas & Oil	69,667	50,780	69,404	94,506	92,420
520612 - OE Graduate Course Reimbursement	38,689	36,118	64,000	169,369	166,513
520613 - OE Grey Bills From Town	0	701	0	0	0
520615 - OE Instruction Equipment	40,123	28,532	36,794	52,005	50,315
520616 - OE Instructional Equipment	0	22,092	0	0	9,429
520617 - OE Insurance	42,760	43,212	8,825	40,769	40,162
520619 - OE Misc Expenses	0	12,770	2,900	0	0
520620 - OE Misc Maintenance Services	0	150	118,785	7,581	7,415
520621 - OE Motor Vehicle Repair	44,249	52,523	86,196	58,133	56,851
520622 - OE Mtrb Pension	150,418	122,369	122,159	163,508	115,819
520623 - OE Natural Gas	717,931	789,448	773,047	603,467	575,251
520625 - OE Other Payments	65,417	84,010	83,530	84,090	87,028
520626 - OE Pensions	3,774	3,774	10,994	14,072	14,142
520627 - OE Postage	26	17	121	373	299
520628 - OE Power Electricity	903,197	1,304,903	1,496,748	1,533,765	1,951,288
520629 - OE Professional Affiliations	56,373	63,035	58,363	81,580	79,342
520632 - OE Safety Equip And Testing	0	0	0	0	0
520637 - OE Telephone/Pagers	13,803	19,505	23,669	35,279	27,079
520638 - OE Tent Rentals	65,504	0	0	0	0
520639 - OE Title li Covenant Sch Training	1,431	0	1,109	512	512
520640 - OE Title li Dearborn Sch Training	0	0	0	0	0
520641 - OE Title li Germaine Training	0	0	0	0	0
520642 - OE Title li St Agnes Training	538	170	720	2,965	2,965
520643 - OE Title lia-Arl Catholic	4,038	3,220	4,007	3,873	3,873
520645 - OE Tuition Other Schools	5,827,925	5,491,404	4,867,083	6,059,612	5,727,250
520650 - OE Vehicle Acquisition	7,555	20,000	41,530	9,097	8,897
520651 - OE Teacher Leader Scholarships	0	0	2,488	14,639	14,639
599000 - Transfer to Other Funds	0	0	0	0	0
<b>Grand Total</b>	<b>81,229,007</b>	<b>85,431,748</b>	<b>92,523,360</b>	<b>96,868,758</b>	<b>102,564,444</b>



## **Special Education & Interventions**

### **Special Education**

Special Education is an area of interest to many people. Committed to the education of our most vulnerable students, and driven by a wide array of Federal and State mandates, Special Education has been an area of budget growth in Arlington, as in most communities, for quite some time. Like the Program Summary view, the Special Education Budget Detail includes the FY21, FY22, and FY23 final expenses, FY24 Budget, and the Superintendent's Proposed FY25 Budget.

### **Interventions**

As we work to support all students, we find that there are services needed beyond those a classroom teacher can provide. Students who struggle with the English language need special support from ELL (English Language Learners) teachers until their skills improve. Some students require highly skilled support to develop good literacy or mathematics comprehension. Guidance has long provided different types of support for students in need. We are calling these support services "Interventions", and want to highlight them as an important part of the budget. These types of services tend to be more vulnerable in times of budget stress, since they are not mandated by law, as Special Education services are, nor are they directly visible in terms of class sizes, as are cuts to classroom teachers. However, these services reach and support students whose struggles have not yet reached the level that requires Special Education, but whose difficulties are holding them back in the general education classroom. By funding these areas of expert support, we are providing the network to help all children learn and helping to contain the cost growth of Special Education. Like the Program summary view, the Interventions summary includes the FY21, FY22, and FY23 final expenses, FY24 Budget, and the Superintendent's Proposed FY25 Budget.

<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
301 - High School	3108 - Reading Interventions	510102 - PS Teacher Salaries	104,335	92,933	96,230	139,090	198,992
		510116 - PS Longevity/Teachers	0	0	0	0	0
		520528 - SM Textbooks Books Periodicals	0	0	0	900	0
	3108 - Reading Interventions Total		104,335	92,933	96,230	139,990	198,992
	3202 - Guidance	510102 - PS Teacher Salaries	784,109	807,432	949,231	974,041	944,201
		510113 - PS Academic Teacher Leadership	5,749	4,644	6,855	2,012	0
		510114 - PS Administrative Stipend	6,000	6,875	6,875	0	0
		510116 - PS Longevity/Teachers	11,072	11,072	11,322	11,219	11,312
		510201 - CS Clerical Salaries	48,548	49,295	53,410	51,189	55,535





<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
		510204 - CS Longevity Clerical	0	0	0	0	1,512
		510304 - OS Paraprofessional Salaries	0	0	0	0	73,773
		520504 - SM Computer Software	0	0	0	0	0
		520523 - SM Office Supplies	0	0	0	0	0
		520525 - SM Repro Paper Toner Supplies	0	0	0	0	0
	3202 - Guidance Total		855,478	879,317	1,027,692	1,038,461	1,086,333
	3300 - Special Ed Administration/Leadership	510101 - PS Administration Sal & Wages	0	0	0	0	0
	3300 - Special Ed Administration/Leadership Total		0	0	0	0	0
	3301 - Special Education	510102 - PS Teacher Salaries	1,257,729	1,400,620	1,543,244	1,644,743	2,073,376
		510116 - PS Longevity/Teachers	6,015	6,015	6,015	5,961	12,030
		510304 - OS Paraprofessional Salaries	90,732	100,721	96,206	132,022	178,470
	3301 - Special Education Total		1,354,477	1,507,356	1,645,464	1,782,726	2,263,876
	3302 - Pupil Services (504)	520416 - CTR Professional Tech Services	0	0	0	0	0
	3302 - Pupil Services (504) Total		0	0	0	0	0
	3304 - Medical Services	510102 - PS Teacher Salaries	0	0	0	0	0
		510114 - PS Administrative Stipend	0	0	0	1,517	0
		510304 - OS Paraprofessional Salaries	0	0	0	0	0
	3304 - Medical Services Total		0	0	0	1,517	0
301 - High School Total			2,314,289	2,479,606	2,769,387	2,962,694	3,549,201
302 - Ottoson	3108 - Reading Interventions	510102 - PS Teacher Salaries	91,099	129,628	147,073	172,156	181,009
	3108 - Reading Interventions Total		91,099	129,628	147,073	172,156	181,009
	3114 - Math RTI	510102 - PS Teacher Salaries	74,619	172,743	95,150	96,879	99,725
		510116 - PS Longevity/Teachers	0	2,648	2,648	2,862	2,888
	3114 - Math RTI Total		74,619	175,391	97,798	99,741	102,613
	3202 - Guidance	510102 - PS Teacher Salaries	222,420	300,983	337,530	350,434	368,403
		510113 - PS Academic Teacher Leadership	5,749	4,643	1,106	17,243	5,753
		510116 - PS Longevity/Teachers	0	0	0	0	3,127



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
	3202 - Guidance Total		228,169	305,627	338,636	367,677	377,283
	3301 - Special Education	510102 - PS Teacher Salaries	987,856	1,122,356	1,202,240	1,409,590	1,638,017
		510116 - PS Longevity/Teachers	11,790	11,791	12,280	12,170	8,663
		510304 - OS Paraprofessional Salaries	42,789	41,932	71,456	77,456	394,566
		510331 - OS Longevity Paraprofessionals	0	0	0	0	150
	3301 - Special Education Total		1,042,435	1,176,079	1,285,976	1,499,216	2,041,396
	3304 - Medical Services	510102 - PS Teacher Salaries	0	0	0	0	0
	3304 - Medical Services Total		0	0	0	0	0
	3305 - One to One Assistance	510304 - OS Paraprofessional Salaries	50,485	52,994	63,504	62,313	104,569
	3305 - One to One Assistance Total		50,485	52,994	63,504	62,313	104,569
302 - Ottoson Total			1,486,807	1,839,720	1,932,987	2,201,103	2,806,870
303 - Gibbs	3108 - Reading Interventions	510102 - PS Teacher Salaries	221,718	243,504	275,590	284,363	304,542
		510116 - PS Longevity/Teachers	0	0	0	0	0
	3108 - Reading Interventions Total		221,718	243,504	275,590	284,363	304,542
	3114 - Math RTI	510102 - PS Teacher Salaries	39,875	51,569	62,450	66,052	99,725
		510304 - OS Paraprofessional Salaries	0	0	0	0	0
	3114 - Math RTI Total		39,875	51,569	62,450	66,052	99,725
	3202 - Guidance	510102 - PS Teacher Salaries	182,198	154,941	122,490	129,667	165,178
		510113 - PS Academic Teacher Leadership	5,749	4,871	953	964	5,753
		510116 - PS Longevity/Teachers	2,888	2,888	3,127	3,099	0
	3202 - Guidance Total		190,835	162,700	126,570	133,730	170,931
	3300 - Special Ed Administration/Leadership	510304 - OS Paraprofessional Salaries	0	0	0	0	0
	3300 - Special Ed Administration/Leadership Total		0	0	0	0	0
	3301 - Special Education	510102 - PS Teacher Salaries	884,387	737,978	704,025	767,377	936,997
		510116 - PS Longevity/Teachers	0	0	0	0	0
		510304 - OS Paraprofessional Salaries	160,713	178,638	190,110	260,355	277,775
		510331 - OS Longevity Paraprofessionals	0	0	0	0	250



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
	3301 - Special Education Total		1,045,101	916,616	894,135	1,027,732	1,215,022
	3304 - Medical Services	510102 - PS Teacher Salaries	0	0	0	0	0
	3304 - Medical Services Total		0	0	0	0	0
	3305 - One to One Assistance	510304 - OS Paraprofessional Salaries	0	31,993	20,436	27,763	35,202
	3305 - One to One Assistance Total		0	31,993	20,436	27,763	35,202
	3308 - SpEd testing and assessment	510102 - PS Teacher Salaries	0	0	0	0	0
	3308 - SpEd testing and assessment Total		0	0	0	0	0
303 - Gibbs Total			1,497,529	1,406,382	1,379,181	1,539,640	1,825,422
310 - Bishop	3108 - Reading Interventions	510102 - PS Teacher Salaries	143,961	139,149	190,853	193,479	201,761
		510116 - PS Longevity/Teachers	2,648	2,888	2,888	2,862	1,444
	3108 - Reading Interventions Total		146,609	142,037	193,741	196,341	203,205
	3114 - Math RTI	510102 - PS Teacher Salaries	0	0	47,865	48,737	100,337
		510304 - OS Paraprofessional Salaries	23,162	0	0	0	0
	3114 - Math RTI Total		23,162	0	47,865	48,737	100,337
	3300 - Special Ed Administration/Leadership	510304 - OS Paraprofessional Salaries	0	0	0	0	0
	3300 - Special Ed Administration/Leadership Total		0	0	0	0	0
	3301 - Special Education	510102 - PS Teacher Salaries	443,148	295,841	314,070	327,526	395,847
		510116 - PS Longevity/Teachers	2,648	2,648	2,648	2,624	0
		510304 - OS Paraprofessional Salaries	81,940	70,769	78,174	89,718	188,749
	3301 - Special Education Total		527,735	369,258	394,893	419,868	584,596
	3305 - One to One Assistance	510304 - OS Paraprofessional Salaries	41,471	56,808	73,084	79,290	103,928
		510331 - OS Longevity Paraprofessionals	0	0	0	0	250
	3305 - One to One Assistance Total		41,471	56,808	73,084	79,290	104,178
	3308 - SpEd testing and assessment	510102 - PS Teacher Salaries	0	0	0	0	0
	3308 - SpEd testing and assessment Total		0	0	0	0	0
310 - Bishop Total			738,978	568,103	709,582	744,236	992,316
311 - Brackett	3108 - Reading Interventions	510102 - PS Teacher Salaries	165,804	252,040	185,380	188,525	196,646



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
		510116 - PS Longevity/Teachers	2,648	2,648	0	0	0
	3108 - Reading Interventions Total		168,452	254,688	185,380	188,525	196,646
	3114 - Math RTI	510102 - PS Teacher Salaries	0	0	0	0	0
	3114 - Math RTI Total		0	0	0	0	0
	3300 - Special Ed Administration/Leadership	510101 - PS Administration Sal & Wages	0	0	0	0	0
		510304 - OS Paraprofessional Salaries	0	0	0	0	0
	3300 - Special Ed Administration/Leadership Total		0	0	0	0	0
	3301 - Special Education	510102 - PS Teacher Salaries	335,983	434,186	531,219	453,215	558,806
		510116 - PS Longevity/Teachers	0	0	0	0	0
		510304 - OS Paraprofessional Salaries	0	29,137	925	0	100,636
	3301 - Special Education Total		335,983	463,323	532,144	453,215	659,442
	3305 - One to One Assistance	510304 - OS Paraprofessional Salaries	88,692	104,614	115,521	121,773	137,137
		510331 - OS Longevity Paraprofessionals	0	0	0	0	650
	3305 - One to One Assistance Total		88,692	104,614	115,521	121,773	137,787
311 - Brackett Total			593,128	822,625	833,045	763,513	993,875
312 - Dallin	3108 - Reading Interventions	510102 - PS Teacher Salaries	189,183	191,825	196,500	200,356	206,244
		510116 - PS Longevity/Teachers	2,648	5,296	5,536	5,486	5,536
	3108 - Reading Interventions Total		191,831	197,121	202,036	205,842	211,780
	3114 - Math RTI	510102 - PS Teacher Salaries	0	0	0	0	0
		510304 - OS Paraprofessional Salaries	23,372	18,901	29,843	31,102	0
	3114 - Math RTI Total		23,372	18,901	29,843	31,102	0
	3202 - Guidance	510102 - PS Teacher Salaries	0	0	0	0	0
	3202 - Guidance Total		0	0	0	0	0
	3301 - Special Education	510102 - PS Teacher Salaries	483,471	513,272	567,350	581,733	877,295
		510116 - PS Longevity/Teachers	0	2,648	2,648	2,624	2,648
		510304 - OS Paraprofessional Salaries	97,425	69,149	99,305	145,596	393,300
		510331 - OS Longevity Paraprofessionals	0	0	0	0	250



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	3301 - Special Education Total		580,896	585,069	669,303	729,953	1,273,493
	3304 - Medical Services	510102 - PS Teacher Salaries	0	0	0	0	0
	3304 - Medical Services Total		0	0	0	0	0
	3305 - One to One Assistance	510304 - OS Paraprofessional Salaries	0	0	0	0	0
	3305 - One to One Assistance Total		0	0	0	0	0
	3308 - SpEd testing and assessment	510102 - PS Teacher Salaries	0	0	0	0	0
	3308 - SpEd testing and assessment Total		0	0	0	0	0
312 - Dallin Total			796,099	801,091	901,182	966,897	1,485,273
313 - Hardy	3108 - Reading Interventions	510102 - PS Teacher Salaries	192,934	259,706	204,513	204,349	210,355
		510116 - PS Longevity/Teachers	2,648	2,648	2,648	2,624	2,648
		510304 - OS Paraprofessional Salaries	0	0	0	0	0
	3108 - Reading Interventions Total		195,582	262,354	207,161	206,973	213,003
	3114 - Math RTI	510102 - PS Teacher Salaries	60,112	157,407	262,010	269,856	280,948
	3114 - Math RTI Total		60,112	157,407	262,010	269,856	280,948
	3202 - Guidance	510102 - PS Teacher Salaries	0	0	0	0	0
	3202 - Guidance Total		0	0	0	0	0
	3301 - Special Education	510102 - PS Teacher Salaries	594,272	703,080	927,120	1,032,958	738,260
		510116 - PS Longevity/Teachers	2,648	2,648	2,888	2,862	6,255
		510304 - OS Paraprofessional Salaries	52,636	118,951	170,891	232,220	446,352
	3301 - Special Education Total		649,556	824,679	1,100,899	1,268,040	1,190,867
	3304 - Medical Services	510102 - PS Teacher Salaries	0	0	0	0	0
	3304 - Medical Services Total		0	0	0	0	0
	3305 - One to One Assistance	510304 - OS Paraprofessional Salaries	0	0	0	0	67,048
	3305 - One to One Assistance Total		0	0	0	0	67,048
	3308 - SpEd testing and assessment	510102 - PS Teacher Salaries	0	0	0	0	0
	3308 - SpEd testing and assessment Total		0	0	0	0	0
313 - Hardy Total			905,250	1,244,440	1,570,070	1,744,869	1,751,866



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314 - Peirce	3108 - Reading Interventions	510102 - PS Teacher Salaries	130,559	139,431	76,212	78,964	103,122
	3108 - Reading Interventions Total		130,559	139,431	76,212	78,964	103,122
	3114 - Math RTI	510102 - PS Teacher Salaries	0	0	0	56,796	0
		510304 - OS Paraprofessional Salaries	0	0	0	0	0
	3114 - Math RTI Total		0	0	0	56,796	0
	3202 - Guidance	510102 - PS Teacher Salaries	0	0	0	0	0
	3202 - Guidance Total		0	0	0	0	0
	3300 - Special Ed Administration/Leadership	510304 - OS Paraprofessional Salaries	0	0	0	0	37,521
	3300 - Special Ed Administration/Leadership Total		0	0	0	0	37,521
	3301 - Special Education	510102 - PS Teacher Salaries	244,551	256,142	291,478	378,883	532,380
		510116 - PS Longevity/Teachers	0	0	2,648	2,624	3,972
		510304 - OS Paraprofessional Salaries	40,157	38,811	45,543	51,775	213,734
		510319 - OS Substitute Teachers	0	0	0	0	0
		510331 - OS Longevity Paraprofessionals	0	0	0	0	500
	3301 - Special Education Total		284,709	294,952	339,669	433,282	750,586
	3304 - Medical Services	510102 - PS Teacher Salaries	0	0	0	0	0
	3304 - Medical Services Total		0	0	0	0	0
	3305 - One to One Assistance	510304 - OS Paraprofessional Salaries	0	0	35,670	52,485	68,726
	3305 - One to One Assistance Total		0	0	35,670	52,485	68,726
	3308 - SpEd testing and assessment	510102 - PS Teacher Salaries	0	0	0	0	0
	3308 - SpEd testing and assessment Total		0	0	0	0	0
314 - Peirce Total			415,268	434,383	451,551	621,527	959,955
315 - Stratton	3108 - Reading Interventions	510102 - PS Teacher Salaries	65,303	157,452	154,085	163,535	172,085
		510304 - OS Paraprofessional Salaries	0	0	0	0	0
	3108 - Reading Interventions Total		65,303	157,452	154,085	163,535	172,085
	3114 - Math RTI	510102 - PS Teacher Salaries	0	0	0	69,362	99,725
		510304 - OS Paraprofessional Salaries	0	0	0	0	0





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	3114 - Math RTI Total		0	0	0	69,362	99,725
	3300 - Special Ed Administration/Leadership	510304 - OS Paraprofessional Salaries	0	0	0	0	0
	3300 - Special Ed Administration/Leadership Total		0	0	0	0	0
	3301 - Special Education	510102 - PS Teacher Salaries	394,279	621,911	678,356	717,201	986,375
		510116 - PS Longevity/Teachers	2,648	2,648	3,148	3,120	2,648
		510304 - OS Paraprofessional Salaries	85,842	140,983	147,687	177,368	671,834
		510331 - OS Longevity Paraprofessionals	0	0	0	0	1,900
	3301 - Special Education Total		482,769	765,542	829,192	897,689	1,662,757
	3304 - Medical Services	510102 - PS Teacher Salaries	0	0	0	0	0
	3304 - Medical Services Total		0	0	0	0	0
	3305 - One to One Assistance	510304 - OS Paraprofessional Salaries	38,169	24,620	41,862	26,243	68,585
	3305 - One to One Assistance Total		38,169	24,620	41,862	26,243	68,585
315 - Stratton Total			586,241	947,614	1,025,139	1,156,829	2,003,152
316 - Thompson	3108 - Reading Interventions	510102 - PS Teacher Salaries	202,635	222,847	232,460	239,951	252,235
		510116 - PS Longevity/Teachers	2,648	2,648	3,972	3,936	3,972
	3108 - Reading Interventions Total		205,283	225,495	236,432	243,887	256,207
	3114 - Math RTI	510102 - PS Teacher Salaries	63,688	80,369	85,940	91,835	99,725
	3114 - Math RTI Total		63,688	80,369	85,940	91,835	99,725
	3301 - Special Education	510102 - PS Teacher Salaries	474,991	584,263	540,291	558,467	696,817
		510116 - PS Longevity/Teachers	0	0	0	0	0
		510304 - OS Paraprofessional Salaries	144,355	120,673	137,079	188,612	399,503
	3301 - Special Education Total		619,346	704,936	677,371	747,079	1,096,320
	3304 - Medical Services	510102 - PS Teacher Salaries	0	0	0	0	0
		510304 - OS Paraprofessional Salaries	0	0	0	0	0
		510308 - OS Other Full Time Salaries	0	0	0	0	0
	3304 - Medical Services Total		0	0	0	0	0
	3305 - One to One Assistance	510304 - OS Paraprofessional Salaries	9,735	0	0	0	101,340



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		510328 - OS Temporary Salary Wages Other	0	0	0	0	0
	3305 - One to One Assistance Total		9,735	0	0	0	101,340
316 - Thompson Total			898,051	1,010,801	999,743	1,082,801	1,553,592
318 - Early Childhood	3300 - Special Ed Administration/Leadership	510201 - CS Clerical Salaries	0	0	0	0	0
	3300 - Special Ed Administration/Leadership Total		0	0	0	0	0
	3301 - Special Education	510101 - PS Administration Sal & Wages	0	0	0	0	120,002
		510102 - PS Teacher Salaries	544,039	417,214	469,496	489,099	637,949
		510113 - PS Academic Teacher Leadership	1,590	1,284	3,767	1,916	6,324
		510116 - PS Longevity/Teachers	0	0	0	0	2,648
		510201 - CS Clerical Salaries	0	0	0	0	72,254
		510202 - CS Temporary Clerical Help	0	0	13,485	0	0
		510204 - CS Longevity Clerical	0	0	0	0	1,288
		510304 - OS Paraprofessional Salaries	283,855	303,125	104,098	387,216	519,502
		510319 - OS Substitute Teachers	40,456	19,600	39,124	26,300	21,081
		510322 - OS Other Stipends	0	2,648	2,648	2,624	0
		510331 - OS Longevity Paraprofessionals	0	250	250	248	1,400
		520518 - SM Instructional Materials	0	0	0	0	3,542
	3301 - Special Education Total		869,940	744,122	632,868	907,403	1,385,990
	3308 - SpEd testing and assessment	510102 - PS Teacher Salaries	0	0	0	0	0
	3308 - SpEd testing and assessment Total		0	0	0	0	0
318 - Early Childhood Total			869,940	744,122	632,868	907,403	1,385,990
319 - Elementary Systemwide	3108 - Reading Interventions	520504 - SM Computer Software	0	4,940	0	6,504	6,361
		520508 - SM Educational Supplies	0	0	0	4,498	4,399
		520518 - SM Instructional Materials	15,682	0	0	3,750	3,668
		520528 - SM Textbooks Books Periodicals	0	0	0	4,048	3,959
	3108 - Reading Interventions Total		15,682	4,940	0	18,800	18,387



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	3114 - Math RTI	510102 - PS Teacher Salaries	545,994	576,823	768,640	787,699	100,337
		510112 - PS Temp Salaries Professional	0	0	0	0	0
		510114 - PS Administrative Stipend	0	0	0	0	0
		510116 - PS Longevity/Teachers	0	1,324	4,222	4,303	2,888
		510304 - OS Paraprofessional Salaries	74,127	108,749	72,916	31,812	7,732
		510328 - OS Temporary Salary Wages Other	0	0	0	0	0
		520518 - SM Instructional Materials	0	0	0	0	0
	3114 - Math RTI Total		620,120	686,897	845,778	823,814	110,957
	3301 - Special Education	510102 - PS Teacher Salaries	164,162	123,081	109,048	101,234	107,233
	3301 - Special Education Total		164,162	123,081	109,048	101,234	107,233
319 - Elementary Systemwide Total			799,964	814,918	954,826	943,848	236,577
322 - Curriculum & Instruction	3114 - Math RTI	510102 - PS Teacher Salaries	0	0	0	0	850,755
		510116 - PS Longevity/Teachers	0	0	0	0	4,092
	3114 - Math RTI Total		0	0	0	0	854,847
	3202 - Guidance	510113 - PS Academic Teacher Leadership	5,749	4,644	6,855	4,322	0
		510114 - PS Administrative Stipend	0	0	0	0	0
		520416 - CTR Professional Tech Services	0	0	40,000	40,428	43,511
		520504 - SM Computer Software	9,104	2,328	2,100	2,123	0
		520508 - SM Educational Supplies	18,555	1,345	144	12,513	9,588
		520523 - SM Office Supplies	160	83	0	450	0
		520629 - OE Professional Affiliations	4,360	0	0	0	0
	3202 - Guidance Total		37,928	8,399	49,099	59,836	53,099
	3301 - Special Education	510116 - PS Longevity/Teachers	0	0	0	0	0
	3301 - Special Education Total		0	0	0	0	0
	3302 - Pupil Services (504)	510112 - PS Temp Salaries Professional	0	0	0	0	0
	3302 - Pupil Services (504) Total		0	0	0	0	0



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322 - Curriculum & Instruction Total			37,928	8,399	49,099	59,836	907,946
323 - Special Education & Student Services	3003 - Kindergarten	510304 - OS Paraprofessional Salaries	0	0	0	0	0
	3003 - Kindergarten Total		0	0	0	0	0
	3122 - Professional Development	520508 - SM Educational Supplies	21,949	6,723	1,936	67,464	65,975
		520514 - SM Food Supplies	0	0	237	450	441
		520528 - SM Textbooks Books Periodicals	0	0	153	450	441
	3122 - Professional Development Total		21,949	6,723	2,326	68,364	66,857
	3201 - Health Services/Nursing	510101 - PS Administration Sal & Wages	0	0	0	0	0
		510102 - PS Teacher Salaries	0	0	0	0	0
		510201 - CS Clerical Salaries	0	0	0	0	0
		510308 - OS Other Full Time Salaries	0	0	0	0	0
	3201 - Health Services/Nursing Total		0	0	0	0	0
	3202 - Guidance	510101 - PS Administration Sal & Wages	154,154	180,256	211,042	207,119	226,291
		510102 - PS Teacher Salaries	0	0	0	0	0
	3202 - Guidance Total		154,154	180,256	211,042	207,119	226,291
	3300 - Special Ed Administration/Leadership	510101 - PS Administration Sal & Wages	853,981	848,102	893,255	893,070	801,020
		510102 - PS Teacher Salaries	0	0	0	0	0
		510112 - PS Temp Salaries Professional	1,036	3,928	0	4,498	4,399
		510117 - PS Longevity Admin	5,536	2,888	3,127	3,099	1,408
		510201 - CS Clerical Salaries	237,470	190,321	199,662	200,178	138,684
		510203 - CS Skills Stipend	1,000	288	0	0	0
		510204 - CS Longevity Clerical	2,632	2,184	2,184	2,165	1,512
		510304 - OS Paraprofessional Salaries	76,476	117,488	94,810	107,205	0
		510308 - OS Other Full Time Salaries	0	0	0	0	0
		510322 - OS Other Stipends	8,000	4,000	4,000	4,498	4,399
		520416 - CTR Professional Tech Services	0	5,250	100,000	0	0



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		520504 - SM Computer Software	19,846	25,312	27,058	26,986	26,391
		520508 - SM Educational Supplies	0	0	0	0	0
		520514 - SM Food Supplies	0	215	0	0	0
		520520 - SM Medical Surgical Supplies	0	0	0	0	0
		520523 - SM Office Supplies	1,401	2,288	1,987	2,699	2,640
		520525 - SM Repro Paper Toner Supplies	881	900	679	1,112	1,088
		520526 - SM Reproduction/Printing	2,560	769	582	1,350	1,321
		520603 - OE Business Travel	57	54	532	1,979	1,936
		520605 - OE Computer Equipment Hardware	0	0	0	0	0
		520629 - OE Professional Affiliations	450	499	499	676	662
		520637 - OE Telephone/Pagers	0	0	0	0	0
	3300 - Special Ed Administration/Leadership Total		1,211,325	1,204,484	1,328,376	1,249,515	985,460
	3301 - Special Education	510101 - PS Administration Sal & Wages	0	0	0	0	0
		510102 - PS Teacher Salaries	2,276,080	2,408,563	2,905,568	2,963,417	2,350,220
		510112 - PS Temp Salaries Professional	18,109	16,663	55,211	28,893	28,258
		510113 - PS Academic Teacher Leadership	25,440	28,620	34,980	24,288	23,753
		510114 - PS Administrative Stipend	0	0	1,526	11,796	0
		510115 - PS Teacher Room Moving	0	0	0	0	0
		510116 - PS Longevity/Teachers	9,632	11,811	11,811	11,705	1,444
		510304 - OS Paraprofessional Salaries	1,208,534	1,228,495	1,207,281	1,244,497	456,229
		510322 - OS Other Stipends	0	4,000	8,000	0	0
		510328 - OS Temporary Salary Wages Other	2,792	9,594	8,881	10,452	18,822
		510330 - OS Workshops Stipends/Green Slip	0	0	0	0	0
		510331 - OS Longevity Paraprofessionals	0	0	0	0	750
		520413 - CTR Legal Services	152,700	180,897	82,500	134,928	131,951
		520416 - CTR Professional Tech Services	365,740	457,405	742,013	499,917	488,883
		520504 - SM Computer Software	486	4,203	4,744	7,228	7,069



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		520508 - SM Educational Supplies	4,069	446	397	4,228	4,136
		520514 - SM Food Supplies	322	910	1,500	2,527	2,472
		520518 - SM Instructional Materials	53,766	12,721	31,877	77,815	15,341
		520523 - SM Office Supplies	537	442	1,359	1,989	1,946
		520525 - SM Repro Paper Toner Supplies	1,300	162	1,500	1,517	1,484
		520527 - SM Testing Materials	36,793	25,616	35,238	22,489	21,994
		520528 - SM Textbooks Books Periodicals	0	0	0	0	0
		520603 - OE Business Travel	107	261	1,707	2,160	2,113
		520610 - OE Field Trips	700	2,320	2,715	2,952	2,887
		520615 - OE Instruction Equipment	30,282	21,459	21,715	31,673	30,974
		520627 - OE Postage	0	0	0	0	0
		520629 - OE Professional Affiliations	150	18,115	0	127	125
		520637 - OE Telephone/Pagers	0	0	0	0	0
	3301 - Special Education Total		4,187,539	4,432,703	5,160,522	5,084,598	3,590,851
	3302 - Pupil Services (504)	520416 - CTR Professional Tech Services	2,200	3,681	5,000	16,192	15,835
	3302 - Pupil Services (504) Total		2,200	3,681	5,000	16,192	15,835
	3304 - Medical Services	510102 - PS Teacher Salaries	0	0	0	0	0
		520416 - CTR Professional Tech Services	4,185	6,379	3,000	7,197	7,039
	3304 - Medical Services Total		4,185	6,379	3,000	7,197	7,039
	3305 - One to One Assistance	510304 - OS Paraprofessional Salaries	99,906	38,720	48,469	53,758	0
		520645 - OE Tuition Other Schools	131,557	149,471	182,914	209,625	204,999
	3305 - One to One Assistance Total		231,463	188,191	231,383	263,383	204,999
	3306 - Out of District Tuition	520645 - OE Tuition Other Schools	5,281,571	5,339,796	4,454,005	5,593,517	5,271,442
	3306 - Out of District Tuition Total		5,281,571	5,339,796	4,454,005	5,593,517	5,271,442
	3307 - SpEd summer program	510304 - OS Paraprofessional Salaries	38,087	82,144	72,381	0	0
		510326 - OS SpEd Summer School(Hardy)	206,048	213,240	215,202	0	0
		520518 - SM Instructional Materials	0	0	698	450	441





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		520610 - OE Field Trips	0	0	0	0	0
		520645 - OE Tuition Other Schools	304,796	2,137	230,164	256,470	250,809
	3307 - SpEd summer program Total		548,931	297,521	518,445	256,920	251,250
	3308 - SpEd testing and assessment	510112 - PS Temp Salaries Professional	0	0	0	0	0
		520416 - CTR Professional Tech Services	2,322	702	0	7,197	7,039
		520504 - SM Computer Software	0	0	0	0	0
		520527 - SM Testing Materials	0	0	0	0	0
	3308 - SpEd testing and assessment Total		2,322	702	0	7,197	7,039
	3310 - Transportation - Special Ed Out of District	520404 - CTR Contracted Transportation	500	0	0	0	0
	3310 - Transportation - Special Ed Out of District Total		500	0	0	0	0
	3530 - Transportation - Regular Ed	520621 - OE Motor Vehicle Repair	0	0	0	0	0
	3530 - Transportation - Regular Ed Total		0	0	0	0	0
	3532 - Transportation Homeless	520404 - CTR Contracted Transportation	0	0	0	0	0
	3532 - Transportation Homeless Total		0	0	0	0	0
	3999 - Systemwide Expense	520506 - SM Curriculum Supplies	0	0	0	0	0
	3999 - Systemwide Expense Total		0	0	0	0	0
323 - Special Education & Student Services Total			11,646,140	11,660,438	11,914,099	12,754,002	10,627,063
324 - Special Education Reserve	3306 - Out of District Tuition	520645 - OE Tuition Other Schools	110,000	0	0	0	0
	3306 - Out of District Tuition Total		110,000	0	0	0	0
324 - Special Education Reserve Total			110,000	0	0	0	0
334 - Transportation	3309 - Transportation - Special Ed In District	510308 - OS Other Full Time Salaries	593,933	630,660	674,248	671,189	703,872
		510328 - OS Temporary Salary Wages Other	129,512	173,693	186,549	21,639	21,162
		520404 - CTR Contracted Transportation	0	24,823	56,523	0	0
		520523 - SM Office Supplies	0	0	0	0	0
		520603 - OE Business Travel	0	0	0	0	0
		520637 - OE Telephone/Pagers	0	0	0	0	0



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
	3309 - Transportation - Special Ed In District Total		723,446	829,175	917,320	692,828	725,034
	3310 - Transportation - Special Ed Out of District	510101 - PS Administration Sal & Wages	0	0	0	0	0
		520404 - CTR Contracted Transportation	440,575	461,123	569,740	306,853	300,080
	3310 - Transportation - Special Ed Out of District Total		440,575	461,123	569,740	306,853	300,080
334 - Transportation Total			1,164,020	1,290,298	1,487,060	999,681	1,025,114
<b>Grand Total</b>			<b>24,859,634</b>	<b>26,072,939</b>	<b>27,609,817</b>	<b>29,448,879</b>	<b>32,104,212</b>



## **Position Schedule**

### **General Fund**

<b>Department Description</b>	<b>Program Description</b>	<b>Position Description</b>	<b>FY24</b>	<b>FY25</b>	<b>Chg</b>
301 - High School	3001 - School Leadership	ADMINISTRATIVE ASSISTANT - FULL YEAR	4.00	4.00	0.00
		ADMINISTRATIVE ASSISTANT - SCHOOL YEAR	1.00	1.00	0.00
		ASSISTANT PRINCIPAL	1.00	1.00	0.00
		DEAN	3.00	3.00	0.00
		PRINCIPAL	1.00	1.00	0.00
		TRUANT OFFICER	1.00	1.00	0.00
	3001 - School Leadership Total		11.00	11.00	0.00
	3005 - Secondary Education	BUILDING SUBSTITUTE	7.00	7.00	0.00
		SPECIALIZED SUPPORT PARAPROFESSIONAL	4.00	5.00	1.00
	3005 - Secondary Education Total		11.00	12.00	1.00
	3102 - English/Language Arts	CLASSROOM TEACHER	16.80	17.00	0.20
		INTERNSHIP	0.40	0.40	0.00
	3102 - English/Language Arts Total		17.20	17.40	0.20
	3104 - Family and Consumer Science	CLASSROOM TEACHER	3.60	4.00	0.40
	3104 - Family and Consumer Science Total		3.60	4.00	0.40
	3108 - Reading Interventions	READING TEACHER	2.00	2.00	0.00
	3108 - Reading Interventions Total		2.00	2.00	0.00
	3109 - ELL	MLL TEACHER	2.00	2.00	0.00
	3109 - ELL Total		2.00	2.00	0.00



<b>Department Description</b>	<b>Program Description</b>	<b>Position Description</b>	<b>FY24</b>	<b>FY25</b>	<b>Chg</b>
	3111 - Math	CLASSROOM TEACHER	19.00	19.00	0.00
		TUTOR	0.60	0.60	0.00
	3111 - Math Total		19.60	19.60	0.00
	3112 - Science	CLASSROOM TEACHER	17.60	17.60	0.00
	3112 - Science Total		17.60	17.60	0.00
	3115 - Social Studies	CLASSROOM TEACHER	16.00	16.00	0.00
	3115 - Social Studies Total		16.00	16.00	0.00
	3116 - Library/Media	LIBRARIAN	1.00	1.00	0.00
		LIBRARY PARAPROFESSIONAL	1.00	1.00	0.00
	3116 - Library/Media Total		2.00	2.00	0.00
	3117 - Music	TEACHING SPECIALIST	3.40	3.40	0.00
		THEATRE MANAGER	1.00	1.00	0.00
	3117 - Music Total		4.40	4.40	0.00
	3118 - World Languages	CLASSROOM TEACHER	13.60	13.60	0.00
	3118 - World Languages Total		13.60	13.60	0.00
	3119 - Physical Education	TEACHING SPECIALIST	4.60	4.60	0.00
	3119 - Physical Education Total		4.60	4.60	0.00
	3120 - Art	CLASSROOM TEACHER	1.00	1.00	0.00
		TEACHING SPECIALIST	5.00	5.00	0.00
	3120 - Art Total		6.00	6.00	0.00
	3201 - Health Services/Nursing	NURSE	2.00	2.00	0.00
	3201 - Health Services/Nursing Total		2.00	2.00	0.00
	3202 - Guidance	ADMINISTRATIVE ASSISTANT - FULL YEAR	1.00	1.00	0.00
		ASSISTANT DIRECTOR OF HIGH SCHOOL COUNSELING	0.00	1.00	1.00
		COUNSELOR	1.00	1.00	0.00



<b>Department Description</b>	<b>Program Description</b>	<b>Position Description</b>	<b>FY24</b>	<b>FY25</b>	<b>Chg</b>
		INSTRUCTIONAL SUPPORT PARAPROFESSIONAL (HARBOR/SHORTSTOP)	1.00	1.00	0.00
		SCHOOL COUNSELOR	7.00	7.00	0.00
		SCHOOL SOCIAL WORKER	1.50	1.50	0.00
		TRANSITION SUPPORT TUTOR	1.00	1.00	0.00
	3202 - Guidance Total		12.50	13.50	1.00
	3301 - Special Education	CLASSROOM TEACHER	9.00	9.00	0.00
		CLINICAL SOCIAL WORKER	1.00	1.00	0.00
		RELATED SERVICE PROVIDERS	1.00	1.00	0.00
		SCHOOL PSYCHOLOGIST	2.00	2.00	0.00
		SCHOOL SOCIAL WORKER	0.50	0.50	0.00
		SECONDARY OCCUPATIONAL THERAPIST	0.25	0.25	0.00
		SPECIAL EDUCATION TEACHER	5.00	5.00	0.00
		SPECIALIZED SUPPORT PARAPROFESSIONAL	4.00	4.00	0.00
		TEAM CHAIR	2.00	2.00	0.00
		TUTOR	0.40	1.00	0.60
	3301 - Special Education Total		25.15	25.75	0.60
	3301 - SpEd SLC A	CLASSROOM TEACHER	1.00	1.00	0.00
	3301 - SpEd SLC A Total		1.00	1.00	0.00
	3301 - SpEd SLC B	CLASSROOM TEACHER	1.00	1.00	0.00
	3301 - SpEd SLC B Total		1.00	1.00	0.00
301 - High School Total			172.25	175.45	3.20
302 - Ottoson	3001 - School Leadership	ADMINISTRATIVE ASSISTANT - FULL YEAR	2.80	2.80	0.00
		ASSISTANT PRINCIPAL	2.00	2.00	0.00
		PRINCIPAL	1.00	1.00	0.00
	3001 - School Leadership Total		5.80	5.80	0.00
	3005 - Secondary Education	BUILDING SUBSTITUTE	3.60	3.60	0.00



<b>Department Description</b>	<b>Program Description</b>	<b>Position Description</b>	<b>FY24</b>	<b>FY25</b>	<b>Chg</b>
		SPECIALIZED SUPPORT PARAPROFESSIONAL	1.00	1.00	0.00
	3005 - Secondary Education Total		4.60	4.60	0.00
	3101 - Computer Science	CLASSROOM TEACHER	3.00	3.00	0.00
		TEACHING SPECIALIST	0.50	0.50	0.00
	3101 - Computer Science Total		3.50	3.50	0.00
	3102 - English/Language Arts	CLASSROOM TEACHER	10.00	10.00	0.00
	3102 - English/Language Arts Total		10.00	10.00	0.00
	3104 - Family and Consumer Science	CLASSROOM TEACHER	2.40	2.40	0.00
	3104 - Family and Consumer Science Total		2.40	2.40	0.00
	3107 - Gifted & Talented	CLASSROOM TEACHER	1.00	1.00	0.00
	3107 - Gifted & Talented Total		1.00	1.00	0.00
	3108 - Reading Interventions	READING COACH	2.00	2.00	0.00
	3108 - Reading Interventions Total		2.00	2.00	0.00
	3109 - ELL	MLL TEACHER	2.00	2.00	0.00
	3109 - ELL Total		2.00	2.00	0.00
	3111 - Math	CLASSROOM TEACHER	10.50	10.50	0.00
		MATH INTERVENTION TEACHER	1.00	1.00	0.00
	3111 - Math Total		11.50	11.50	0.00
	3112 - Science	CLASSROOM TEACHER	9.50	9.50	0.00
	3112 - Science Total		9.50	9.50	0.00
	3114 - Math RTI	MATH INTERVENTION TEACHER	1.00	1.00	0.00
	3114 - Math RTI Total		1.00	1.00	0.00
	3115 - Social Studies	CLASSROOM TEACHER	10.20	10.20	0.00
	3115 - Social Studies Total		10.20	10.20	0.00





<i>Department Description</i>	<i>Program Description</i>	<i>Position Description</i>	<b>FY24</b>	<b>FY25</b>	<b>Chg</b>
	3116 - Library/Media	LIBRARIAN	0.50	0.50	0.00
		LIBRARY PARAPROFESSIONAL	1.00	1.00	0.00
	3116 - Library/Media Total		1.50	1.50	0.00
	3117 - Music	CLASSROOM TEACHER	2.00	2.00	0.00
	3117 - Music Total		2.00	2.00	0.00
	3118 - World Languages	CLASSROOM TEACHER	8.80	8.80	0.00
	3118 - World Languages Total		8.80	8.80	0.00
	3119 - Physical Education	TEACHING SPECIALIST	4.00	4.00	0.00
	3119 - Physical Education Total		4.00	4.00	0.00
	3120 - Art	TEACHING SPECIALIST	2.00	2.00	0.00
	3120 - Art Total		2.00	2.00	0.00
	3201 - Health Services/Nursing	NURSE	2.00	2.00	0.00
	3201 - Health Services/Nursing Total		2.00	2.00	0.00
	3202 - Guidance	SCHOOL COUNSELOR	3.00	3.00	0.00
		SOCIAL WORKER	1.00	1.00	0.00
	3202 - Guidance Total		4.00	4.00	0.00
	3301 - Special Education	CLASSROOM TEACHER	5.00	5.00	0.00
		SCHOOL COUNSELOR	1.00	1.00	0.00
		SCHOOL PSYCHOLOGIST	1.50	1.50	0.00
		SECONDARY OCCUPATIONAL THERAPIST	0.25	0.25	0.00
		SOCIAL WORKER	1.00	1.00	0.00
		SPECIAL EDUCATION PARAPROFESSIONAL	0.00	0.80	0.80
		SPECIAL EDUCATION TEACHER	6.00	6.00	0.00
		SPECIAL EDUCATION TEACHING ASSISTANT	4.00	4.00	0.00
		SPECIALIZED SUPPORT PARAPROFESSIONAL	0.60	0.60	0.00



<i>Department Description</i>	<i>Program Description</i>	<i>Position Description</i>	<b>FY24</b>	<b>FY25</b>	<b>Chg</b>
		SPEECH LANGUAGE PATHOLOGIST	1.00	1.00	0.00
		TEACHING SPECIALIST	0.40	0.40	0.00
		TEAM CHAIR	1.50	1.50	0.00
	3301 - Special Education Total		22.25	23.05	0.80
	3301 - SpEd SLC A	SPECIALIZED SUPPORT PARAPROFESSIONAL	4.00	4.00	0.00
		TEACHING ASSISTANT	1.00	1.00	0.00
	3301 - SpEd SLC A Total		5.00	5.00	0.00
	3301 - SpEd SLC B	CLASSROOM TEACHER	1.00	1.00	0.00
		SPECIALIZED SUPPORT PARAPROFESSIONAL	1.40	1.40	0.00
	3301 - SpEd SLC B Total		2.40	2.40	0.00
	3305 - One to One Assistance	ONE-TO-ONE TEACHING ASSISTANT	0.00	1.00	1.00
		SPECIALIZED SUPPORT PARAPROFESSIONAL	1.00	1.00	0.00
	3305 - One to One Assistance Total		1.00	2.00	1.00
302 - Ottoson Total			118.45	120.25	1.80
303 - Gibbs	3001 - School Leadership	ADMINISTRATIVE ASSISTANT - FULL YEAR	1.00	1.00	0.00
		ASSISTANT PRINCIPAL	1.00	1.00	0.00
		PRINCIPAL	1.00	1.00	0.00
	3001 - School Leadership Total		3.00	3.00	0.00
	3005 - Secondary Education	BUILDING SUBSTITUTE	3.00	3.00	0.00
		CLASSROOM TEACHER	4.00	4.00	0.00
		MLL TEACHER	1.00	1.00	0.00
		SPECIALIZED SUPPORT PARAPROFESSIONAL	1.00	1.00	0.00
	3005 - Secondary Education Total		9.00	9.00	0.00
	3101 - Computer Science	CLASSROOM TEACHER	2.00	2.00	0.00
		TEACHING SPECIALIST	0.50	0.50	0.00



<i>Department Description</i>	<i>Program Description</i>	<i>Position Description</i>	<b>FY24</b>	<b>FY25</b>	<b>Chg</b>
	3101 - Computer Science Total		2.50	2.50	0.00
	3104 - Family and Consumer Science	CLASSROOM TEACHER	1.00	1.00	0.00
	3104 - Family and Consumer Science Total		1.00	1.00	0.00
	3108 - Reading Interventions	READING INTERVENTION TEACHER	3.00	3.00	0.00
	3108 - Reading Interventions Total		3.00	3.00	0.00
	3111 - Math	CLASSROOM TEACHER	4.00	4.00	0.00
		MATH INTERVENTION TEACHER	1.00	1.00	0.00
	3111 - Math Total		5.00	5.00	0.00
	3112 - Science	CLASSROOM TEACHER	5.00	5.00	0.00
	3112 - Science Total		5.00	5.00	0.00
	3114 - Math RTI	CLASSROOM TEACHER	1.00	1.00	0.00
	3114 - Math RTI Total		1.00	1.00	0.00
	3115 - Social Studies	CLASSROOM TEACHER	5.00	5.00	0.00
	3115 - Social Studies Total		5.00	5.00	0.00
	3116 - Library/Media	LIBRARIAN	0.50	0.50	0.00
		LIBRARY PARAPROFESSIONAL	1.00	1.00	0.00
	3116 - Library/Media Total		1.50	1.50	0.00
	3117 - Music	TEACHING SPECIALIST	1.20	1.20	0.00
	3117 - Music Total		1.20	1.20	0.00
	3118 - World Languages	CLASSROOM TEACHER	3.70	3.70	0.00
	3118 - World Languages Total		3.70	3.70	0.00
	3119 - Physical Education	TEACHING SPECIALIST	2.00	2.00	0.00
	3119 - Physical Education Total		2.00	2.00	0.00
	3120 - Art	TEACHING SPECIALIST	1.00	1.00	0.00



<i>Department Description</i>	<i>Program Description</i>	<i>Position Description</i>	<b>FY24</b>	<b>FY25</b>	<b>Chg</b>
	3120 - Art Total		1.00	1.00	0.00
	3201 - Health Services/Nursing	NURSE	1.00	1.00	0.00
	3201 - Health Services/Nursing Total		1.00	1.00	0.00
	3202 - Guidance	SCHOOL COUNSELOR	1.00	1.00	0.00
		SCHOOL COUNSELOR/SOCIAL WORKER	1.00	1.00	0.00
	3202 - Guidance Total		2.00	2.00	0.00
	3301 - Special Education	BUILDING SPECIALIZED SUPPORT PARAPROFESSIONAL	1.80	1.80	0.00
		CLASSROOM TEACHER	1.00	1.00	0.00
		RELATED SERVICE PROVIDERS	1.00	1.00	0.00
		SCHOOL COUNSELOR	1.00	1.00	0.00
		SCHOOL COUNSELOR/SOCIAL WORKER	1.00	1.00	0.00
		SCHOOL PSYCHOLOGIST	0.50	0.50	0.00
		SPECIAL EDUCATION TEACHER	6.00	6.00	0.00
		SPECIAL EDUCATION TEACHING ASSISTANT	3.00	3.00	0.00
		SPECIALIZED SUPPORT PARAPROFESSIONAL	2.00	2.00	0.00
		TEAM CHAIR	1.00	1.00	0.00
	3301 - Special Education Total		18.30	18.30	0.00
	3301 - SpEd SLC A	SPECIALIZED SUPPORT PARAPROFESSIONAL	1.00	1.00	0.00
	3301 - SpEd SLC A Total		1.00	1.00	0.00
	3305 - One to One Assistance	SPECIAL EDUCATION TEACHING ASSISTANT	1.00	1.00	0.00
	3305 - One to One Assistance Total		1.00	1.00	0.00
303 - Gibbs Total			67.20	67.20	0.00
310 - Bishop	3001 - School Leadership	ADMINISTRATIVE ASSISTANT - SCHOOL YEAR	1.00	1.00	0.00
		ASSISTANT PRINCIPAL	1.00	1.00	0.00
		PRINCIPAL	1.00	1.00	0.00



<i>Department Description</i>	<i>Program Description</i>	<i>Position Description</i>	<b>FY24</b>	<b>FY25</b>	<b>Chg</b>
	3001 - School Leadership Total		3.00	3.00	0.00
	3003 - Kindergarten	CLASSROOM TEACHER	3.00	3.00	0.00
		TEACHING ASSISTANT	4.00	4.00	0.00
	3003 - Kindergarten Total		7.00	7.00	0.00
	3004 - Elementary Education	BUILDING SUBSTITUTE	1.00	1.00	0.00
		CLASSROOM TEACHER	16.00	16.00	0.00
		SPECIALIZED SUPPORT PARAPROFESSIONAL	1.00	1.00	0.00
	3004 - Elementary Education Total		18.00	18.00	0.00
	3108 - Reading Interventions	READING INTERVENTION TEACHER	0.50	0.50	0.00
		READING TEACHER	1.50	1.50	0.00
	3108 - Reading Interventions Total		2.00	2.00	0.00
	3116 - Library/Media	LIBRARY PARAPROFESSIONAL	1.00	0.80	-0.20
	3116 - Library/Media Total		1.00	0.80	-0.20
	3117 - Music	TEACHING SPECIALIST	1.00	1.00	0.00
	3117 - Music Total		1.00	1.00	0.00
	3119 - Physical Education	TEACHING SPECIALIST	1.50	1.50	0.00
	3119 - Physical Education Total		1.50	1.50	0.00
	3120 - Art	TEACHING SPECIALIST	1.00	1.00	0.00
	3120 - Art Total		1.00	1.00	0.00
	3201 - Health Services/Nursing	NURSE	1.00	1.00	0.00
	3201 - Health Services/Nursing Total		1.00	1.00	0.00
	3301 - Special Education	CLASSROOM TEACHER	1.00	1.00	0.00
		SCHOOL PSYCHOLOGIST	1.00	1.00	0.00

<i>Department Description</i>	<i>Program Description</i>	<i>Position Description</i>	<b>FY24</b>	<b>FY25</b>	<b>Chg</b>
		SOCIAL WORKER	1.00	1.00	0.00
		SPECIAL EDUCATION TEACHER	1.00	1.00	0.00
		SPECIAL EDUCATION TEACHING ASSISTANT	2.00	2.00	0.00
		TEACHING ASSISTANT	3.00	3.50	0.50
		TEAM CHAIR	0.50	0.50	0.00
	3301 - Special Education Total		9.50	10.00	0.50
	3305 - One to One Assistance	TEACHING ASSISTANT	3.00	3.00	0.00
	3305 - One to One Assistance Total		3.00	3.00	0.00
310 - Bishop Total			48.00	48.30	0.30
311 - Brackett	3001 - School Leadership	ADMINISTRATIVE ASSISTANT - SCHOOL YEAR	1.00	1.00	0.00
		ASSISTANT PRINCIPAL	1.00	1.00	0.00
		PRINCIPAL	1.00	1.00	0.00
	3001 - School Leadership Total		3.00	3.00	0.00
	3003 - Kindergarten	CLASSROOM TEACHER	3.00	3.00	0.00
		KINDERGARTEN TEACHING ASSISTANT	1.00	1.00	0.00
		TEACHING ASSISTANT	2.00	2.00	0.00
	3003 - Kindergarten Total		6.00	6.00	0.00
	3004 - Elementary Education	CLASSROOM TEACHER	18.50	18.00	-0.50
		SPECIALIZED SUPPORT PARAPROFESSIONAL	2.00	2.00	0.00
		TEACHING ASSISTANT	4.00	4.00	0.00
	3004 - Elementary Education Total		24.50	24.00	-0.50
	3108 - Reading Interventions	READING INTERVENTION TEACHER	2.00	2.00	0.00
	3108 - Reading Interventions Total		2.00	2.00	0.00
	3109 - ELL	MLL TEACHER	1.00	1.00	0.00





<i>Department Description</i>	<i>Program Description</i>	<i>Position Description</i>	<b>FY24</b>	<b>FY25</b>	<b>Chg</b>
	3109 - ELL Total		1.00	1.00	0.00
	3116 - Library/Media	LIBRARY PARAPROFESSIONAL	1.00	1.00	0.00
	3116 - Library/Media Total		1.00	1.00	0.00
	3117 - Music	TEACHING SPECIALIST	1.00	1.00	0.00
	3117 - Music Total		1.00	1.00	0.00
	3119 - Physical Education	TEACHING SPECIALIST	2.00	2.00	0.00
	3119 - Physical Education Total		2.00	2.00	0.00
	3120 - Art	TEACHING SPECIALIST	1.00	1.00	0.00
	3120 - Art Total		1.00	1.00	0.00
	3201 - Health Services/Nursing	NURSE	1.00	1.00	0.00
	3201 - Health Services/Nursing Total		1.00	1.00	0.00
	3301 - Special Education	INCLUSION TEACHING ASSISTANT	1.00	1.00	0.00
		SOCIAL WORKER	1.00	1.00	0.00
		SPECIAL ED TEACHING ASSISTANT	1.00	1.00	0.00
		SPECIAL EDUCATION TEACHER	4.00	4.00	0.00
		SPEECH LANGUAGE PATHOLOGIST	1.00	1.00	0.00
		TEACHING ASSISTANT	1.00	1.00	0.00
	3301 - Special Education Total		9.00	9.00	0.00
	3301 - SpEd SLC C	SPECIAL EDUCATION TEACHER	1.00	1.00	0.00
	3301 - SpEd SLC C Total		1.00	1.00	0.00
	3305 - One to One Assistance	SPECIALIZED SUPPORT PARAPROFESSIONAL	2.00	2.00	0.00
		TEACHING ASSISTANT	1.80	1.80	0.00
	3305 - One to One Assistance Total		3.80	3.80	0.00
311 - Brackett Total			56.30	55.80	-0.50



<b>Department Description</b>	<b>Program Description</b>	<b>Position Description</b>	<b>FY24</b>	<b>FY25</b>	<b>Chg</b>
312 - Dallin	3001 - School Leadership	ADMINISTRATIVE ASSISTANT - SCHOOL YEAR	1.00	1.00	0.00
		ASSISTANT PRINCIPAL	1.00	1.00	0.00
		PRINCIPAL	1.00	1.00	0.00
	3001 - School Leadership Total		3.00	3.00	0.00
	3003 - Kindergarten	CLASSROOM TEACHER	3.00	3.00	0.00
		TEACHING ASSISTANT	3.36	3.36	0.00
	3003 - Kindergarten Total		6.36	6.36	0.00
	3004 - Elementary Education	BUILDING SUBSTITUTE	1.00	1.00	0.00
		CLASSROOM TEACHER	16.00	16.00	0.00
		TEACHING ASSISTANT	1.00	1.00	0.00
	3004 - Elementary Education Total		18.00	18.00	0.00
	3108 - Reading Interventions	READING INTERVENTION TEACHER	2.00	2.00	0.00
	3108 - Reading Interventions Total		2.00	2.00	0.00
	3109 - ELL	MLL TEACHER	1.00	1.00	0.00
	3109 - ELL Total		1.00	1.00	0.00
	3116 - Library/Media	LIBRARY PARAPROFESSIONAL	1.00	1.00	0.00
	3116 - Library/Media Total		1.00	1.00	0.00
	3117 - Music	TEACHING SPECIALIST	1.00	1.00	0.00
	3117 - Music Total		1.00	1.00	0.00
	3119 - Physical Education	TEACHING SPECIALIST	2.00	2.00	0.00
	3119 - Physical Education Total		2.00	2.00	0.00
	3120 - Art	TEACHING SPECIALIST	1.00	1.00	0.00
	3120 - Art Total		1.00	1.00	0.00
	3201 - Health Services/Nursing	NURSE	1.00	1.00	0.00

<i>Department Description</i>	<i>Program Description</i>	<i>Position Description</i>	<b>FY24</b>	<b>FY25</b>	<b>Chg</b>
	3201 - Health Services/Nursing Total		1.00	1.00	0.00
	3301 - Special Education	CLASSROOM TEACHER	2.00	2.00	0.00
		INCLUSION PARAPROFESSIONAL	0.00	0.00	0.00
		OT/PT	1.00	1.00	0.00
		SCHOOL PSYCHOLOGIST	0.50	0.50	0.00
		SOCIAL WORKER	1.00	1.00	0.00
		SPECIAL EDUCATION TEACHER	1.00	1.00	0.00
		SPECIAL EDUCATION TEACHING ASSISTANT	1.00	1.00	0.00
		SPECIALIZED SUPPORT PARAPROFESSIONAL	1.00	1.00	0.00
		SPEECH LANGUAGE PATHOLOGIST	1.00	1.00	0.00
		TEACHING ASSISTANT	4.51	4.75	0.24
		TEAM CHAIR	0.90	0.90	0.00
	3301 - Special Education Total		13.91	14.15	0.24
	3301 - SpEd SLC B	CLASSROOM TEACHER	2.00	2.00	0.00
		SOCIAL WORKER	1.00	1.00	0.00
		SPECIALIZED SUPPORT PARAPROFESSIONAL	5.00	4.60	-0.40
	3301 - SpEd SLC B Total		8.00	7.60	-0.40
312 - Dallin Total			58.27	58.11	-0.16
313 - Hardy	3001 - School Leadership	ADMINISTRATIVE ASSISTANT - SCHOOL YEAR	1.00	1.00	0.00
		ASSISTANT PRINCIPAL	1.00	1.00	0.00
		PRINCIPAL	1.00	1.00	0.00
	3001 - School Leadership Total		3.00	3.00	0.00
	3003 - Kindergarten	CLASSROOM TEACHER	4.00	4.00	0.00
		KINDERGARTEN TEACHING ASSISTANT	3.00	3.00	0.00
	3003 - Kindergarten Total		7.00	7.00	0.00
	3004 - Elementary Education	BUILDING SPECIALIZED SUPPORT PARAPROFESSIONAL	1.00	1.00	0.00



<i>Department Description</i>	<i>Program Description</i>	<i>Position Description</i>	<b>FY24</b>	<b>FY25</b>	<b>Chg</b>
		BUILDING SUBSTITUTE	1.17	1.00	-0.17
		CLASSROOM TEACHER	16.00	16.00	0.00
	3004 - Elementary Education Total		18.17	18.00	-0.17
	3108 - Reading Interventions	READING INTERVENTION TEACHER	2.00	2.00	0.00
		SPECIAL EDUCATION LEARNING SPECIALIST	0.00	0.00	0.00
	3108 - Reading Interventions Total		2.00	2.00	0.00
	3109 - ELL	MLL TEACHER	2.00	2.00	0.00
	3109 - ELL Total		2.00	2.00	0.00
	3114 - Math RTI	MATH INTERVENTION TEACHER	3.00	3.00	0.00
	3114 - Math RTI Total		3.00	3.00	0.00
	3116 - Library/Media	LIBRARY PARAPROFESSIONAL	0.60	0.60	0.00
	3116 - Library/Media Total		0.60	0.60	0.00
	3117 - Music	TEACHING SPECIALIST	1.00	1.00	0.00
	3117 - Music Total		1.00	1.00	0.00
	3119 - Physical Education	TEACHING SPECIALIST	1.80	1.80	0.00
	3119 - Physical Education Total		1.80	1.80	0.00
	3120 - Art	TEACHING SPECIALIST	1.00	1.00	0.00
	3120 - Art Total		1.00	1.00	0.00
	3201 - Health Services/Nursing	NURSE	2.00	2.00	0.00
	3201 - Health Services/Nursing Total		2.00	2.00	0.00
	3301 - Special Education	CLASSROOM TEACHER	2.00	2.00	0.00
		INCLUSION TEACHING ASSISTANT	4.36	5.00	0.64
		OT/PT	1.00	1.00	0.00
		RELATED SERVICE PROVIDERS	1.00	1.00	0.00

<i>Department Description</i>	<i>Program Description</i>	<i>Position Description</i>	<b>FY24</b>	<b>FY25</b>	<b>Chg</b>
		SCHOOL PSYCHOLOGIST	0.50	0.50	0.00
		SOCIAL WORKER	1.00	1.00	0.00
		SPECIAL EDUCATION TEACHER	1.00	1.00	0.00
		SPECIAL EDUCATION TEACHING ASSISTANT	1.00	2.00	1.00
		SPECIALIZED SUPPORT PARAPROFESSIONAL	1.00	1.00	0.00
		TEACHING ASSISTANT	0.00	0.00	0.00
		TEAM CHAIR	1.00	1.00	0.00
	3301 - Special Education Total		13.86	15.50	1.64
	3301 - SpEd SLC C	SPECIAL EDUCATION TEACHER	1.00	1.00	0.00
		SPECIALIZED SUPPORT PARAPROFESSIONAL	5.00	5.00	0.00
	3301 - SpEd SLC C Total		6.00	6.00	0.00
	3305 - One to One Assistance	ONE-TO-ONE TEACHING ASSISTANT	0.00	1.00	1.00
	3305 - One to One Assistance Total		0.00	1.00	1.00
313 - Hardy Total			61.43	63.90	2.47
314 - Peirce	3001 - School Leadership	ADMINISTRATIVE ASSISTANT - SCHOOL YEAR	1.00	1.00	0.00
		ASSISTANT PRINCIPAL	1.00	1.00	0.00
		PRINCIPAL	1.00	1.00	0.00
	3001 - School Leadership Total		3.00	3.00	0.00
	3003 - Kindergarten	CLASSROOM TEACHER	2.00	2.00	0.00
		KINDERGARTEN TEACHING ASSISTANT	2.00	2.00	0.00
	3003 - Kindergarten Total		4.00	4.00	0.00
	3004 - Elementary Education	BUILDING SUBSTITUTE	1.00	1.00	0.00
		CLASSROOM TEACHER	15.00	15.00	0.00
	3004 - Elementary Education Total		16.00	16.00	0.00
	3108 - Reading Interventions	READING INTERVENTION SPECIALIST	1.00	1.00	0.00



<i>Department Description</i>	<i>Program Description</i>	<i>Position Description</i>	<b>FY24</b>	<b>FY25</b>	<b>Chg</b>
	3108 - Reading Interventions Total		1.00	1.00	0.00
	3109 - ELL	MLL TEACHER	3.00	3.00	0.00
	3109 - ELL Total		3.00	3.00	0.00
	3114 - Math RTI	MATH INTERVENTIONIST	1.00	1.00	0.00
	3114 - Math RTI Total		1.00	1.00	0.00
	3116 - Library/Media	LIBRARY PARAPROFESSIONAL	0.00	0.00	0.00
	3116 - Library/Media Total		0.00	0.00	0.00
	3117 - Music	TEACHING SPECIALIST	1.00	1.00	0.00
	3117 - Music Total		1.00	1.00	0.00
	3119 - Physical Education	TEACHING SPECIALIST	1.50	1.50	0.00
	3119 - Physical Education Total		1.50	1.50	0.00
	3120 - Art	TEACHING SPECIALIST	1.00	1.00	0.00
	3120 - Art Total		1.00	1.00	0.00
	3201 - Health Services/Nursing	NURSE	1.00	1.00	0.00
	3201 - Health Services/Nursing Total		1.00	1.00	0.00
	3300 - Special Ed Administration/Leadership	SPECIALIZED SUPPORT PARAPROFESSIONAL	1.00	1.00	0.00
	3300 - Special Ed Administration/Leadership Total		1.00	1.00	0.00
	3301 - Special Education	CLASSROOM TEACHER	1.00	1.00	0.00
		SCHOOL PSYCHOLOGIST	0.50	0.50	0.00
		SOCIAL WORKER	1.00	1.00	0.00
		SPECIAL EDUCATION SPECIALIST	1.50	1.50	0.00
		SPECIAL EDUCATION TEACHING ASSISTANT	1.00	1.00	0.00

<i>Department Description</i>	<i>Program Description</i>	<i>Position Description</i>	<b>FY24</b>	<b>FY25</b>	<b>Chg</b>
		SPECIALIZED SUPPORT PARAPROFESSIONAL	1.00	1.00	0.00
		SPED SPEECH LANGUAGE PATHOLOGIST	0.50	0.50	0.00
		TEACHING ASSISTANT	4.50	4.17	-0.33
		TEAM CHAIR	1.00	1.00	0.00
	3301 - Special Education Total		12.00	11.67	-0.33
	3305 - One to One Assistance	ONE-TO-ONE TEACHING ASSISTANT	1.00	2.00	1.00
	3305 - One to One Assistance Total		1.00	2.00	1.00
314 - Peirce Total			46.50	47.17	0.67
315 - Stratton	3001 - School Leadership	ADMINISTRATIVE ASSISTANT - FULL YEAR	1.00	1.00	0.00
		ASSISTANT PRINCIPAL	1.00	1.00	0.00
		LUNCH MONITOR	1.00	1.00	0.00
		PRINCIPAL	1.00	1.00	0.00
	3001 - School Leadership Total		4.00	4.00	0.00
	3003 - Kindergarten	CLASSROOM TEACHER	3.00	3.00	0.00
		TEACHING ASSISTANT	2.00	2.00	0.00
	3003 - Kindergarten Total		5.00	5.00	0.00
	3004 - Elementary Education	BUILDING SUBSTITUTE	1.00	1.00	0.00
		CLASSROOM TEACHER	19.00	18.00	-1.00
		INCLUSION SUPPORT PARAPROFESSIONAL	1.00	1.00	0.00
		TEACHING ASSISTANT	2.00	2.00	0.00
	3004 - Elementary Education Total		23.00	22.00	-1.00
	3108 - Reading Interventions	READING INTERVENTION SPECIALIST	2.00	2.00	0.00
	3108 - Reading Interventions Total		2.00	2.00	0.00
	3109 - ELL	MLL TEACHER	2.00	2.00	0.00





<i>Department Description</i>	<i>Program Description</i>	<i>Position Description</i>	<b>FY24</b>	<b>FY25</b>	<b>Chg</b>
	3109 - ELL Total		2.00	2.00	0.00
	3114 - Math RTI	MATH INTERVENTIONIST	1.00	1.00	0.00
	3114 - Math RTI Total		1.00	1.00	0.00
	3116 - Library/Media	LIBRARY PARAPROFESSIONAL	0.40	0.40	0.00
	3116 - Library/Media Total		0.40	0.40	0.00
	3117 - Music	TEACHING SPECIALIST	1.00	1.00	0.00
	3117 - Music Total		1.00	1.00	0.00
	3119 - Physical Education	TEACHING SPECIALIST	2.00	2.00	0.00
	3119 - Physical Education Total		2.00	2.00	0.00
	3120 - Art	TEACHING SPECIALIST	1.00	1.00	0.00
	3120 - Art Total		1.00	1.00	0.00
	3201 - Health Services/Nursing	NURSE	1.00	1.00	0.00
		ONE-TO-ONE NURSE	1.00	1.00	0.00
	3201 - Health Services/Nursing Total		2.00	2.00	0.00
	3301 - Special Education	BUILDING SPECIALIZED SUPPORT PARAPROFESSIONAL	1.00	1.00	0.00
		CLASSROOM TEACHER	2.00	2.00	0.00
		INCLUSION SUPPORT PARAPROFESSIONAL	3.00	3.00	0.00
		OCCUPATIONAL THERAPIST	1.00	1.00	0.00
		SCHOOL PSYCHOLOGIST	0.50	0.50	0.00
		SCHOOL SOCIAL WORKER	1.00	1.00	0.00
		SOCIAL WORKER	1.00	1.00	0.00
		SPECIAL EDUCATION PARAPROFESSIONAL	2.00	2.00	0.00
		SPECIAL EDUCATION TEACHER	2.00	2.00	0.00
		SPECIAL EDUCATION TEACHING ASSISTANT	1.80	2.00	0.20
		SPECIALIZED SUPPORT PARAPROFESSIONAL	1.00	3.00	2.00



<i>Department Description</i>	<i>Program Description</i>	<i>Position Description</i>	<b>FY24</b>	<b>FY25</b>	<b>Chg</b>
		TEAM CHAIR	1.00	1.00	0.00
	3301 - Special Education Total		17.30	19.50	2.20
	3301 - SpEd SLC A	CLASSROOM TEACHER	2.00	2.00	0.00
		SPECIAL EDUCATION TEACHER	1.00	1.00	0.00
		SPECIALIZED SUPPORT PARAPROFESSIONAL	7.00	8.00	1.00
	3301 - SpEd SLC A Total		10.00	11.00	1.00
	3305 - One to One Assistance	ONE-TO-ONE TEACHING ASSISTANT	0.00	1.00	1.00
		TEACHING ASSISTANT	1.00	1.00	0.00
	3305 - One to One Assistance Total		1.00	2.00	1.00
315 - Stratton Total			71.70	74.90	3.20
316 - Thompson	3001 - School Leadership	ADMINISTRATIVE ASSISTANT - SCHOOL YEAR	1.00	1.00	0.00
		ASSISTANT PRINCIPAL	1.00	1.00	0.00
		PRINCIPAL	1.00	1.00	0.00
	3001 - School Leadership Total		3.00	3.00	0.00
	3003 - Kindergarten	CLASSROOM TEACHER	5.00	5.00	0.00
		KINDERGARTEN TEACHING ASSISTANT	2.00	2.00	0.00
		TEACHING ASSISTANT	1.00	1.00	0.00
	3003 - Kindergarten Total		8.00	8.00	0.00
	3004 - Elementary Education	BUILDING SUBSTITUTE	1.40	2.00	0.60
		CLASSROOM TEACHER	17.00	17.00	0.00
		KINDERGARTEN TEACHING ASSISTANT	1.00	1.00	0.00
		TEACHING ASSISTANT	1.00	1.00	0.00
	3004 - Elementary Education Total		20.40	21.00	0.60
	3108 - Reading Interventions	READING INTERVENTION TEACHER	2.50	2.50	0.00



<i>Department Description</i>	<i>Program Description</i>	<i>Position Description</i>	<b>FY24</b>	<b>FY25</b>	<b>Chg</b>
	3108 - Reading Interventions Total		2.50	2.50	0.00
	3109 - ELL	MLL TEACHER	2.00	2.00	0.00
	3109 - ELL Total		2.00	2.00	0.00
	3114 - Math RTI	MATH INTERVENTION TEACHER	1.00	1.00	0.00
	3114 - Math RTI Total		1.00	1.00	0.00
	3116 - Library/Media	LIBRARY PARAPROFESSIONAL	1.00	1.00	0.00
	3116 - Library/Media Total		1.00	1.00	0.00
	3117 - Music	TEACHING SPECIALIST	1.00	1.00	0.00
	3117 - Music Total		1.00	1.00	0.00
	3119 - Physical Education	TEACHING SPECIALIST	2.00	2.00	0.00
	3119 - Physical Education Total		2.00	2.00	0.00
	3120 - Art	TEACHING SPECIALIST	1.00	1.00	0.00
	3120 - Art Total		1.00	1.00	0.00
	3201 - Health Services/Nursing	NURSE	1.00	1.00	0.00
	3201 - Health Services/Nursing Total		1.00	1.00	0.00
	3301 - Special Education	CLASSROOM TEACHER	4.00	4.00	0.00
		INCLUSION PARAPROFESSIONAL	0.00	1.00	1.00
		ONE-TO-ONE SPECIAL EDUCATION TEACHING ASSISTANT	1.00	1.00	0.00
		RELATED SERVICE PROVIDERS	0.50	0.50	0.00
		SCHOOL PSYCHOLOGIST	0.50	0.50	0.00
		SOCIAL WORKER	1.00	1.00	0.00
		SPECIAL EDUCATION TEACHER	1.00	1.00	0.00
		SPECIAL EDUCATION TEACHING ASSISTANT	2.00	2.00	0.00
		SPECIALIZED SUPPORT PARAPROFESSIONAL	1.00	1.00	0.00



<i>Department Description</i>	<i>Program Description</i>	<i>Position Description</i>	<b>FY24</b>	<b>FY25</b>	<b>Chg</b>
		TEACHING ASSISTANT	5.00	5.00	0.00
		TEAM CHAIR	1.00	1.00	0.00
	3301 - Special Education Total		17.00	18.00	1.00
	3305 - One to One Assistance	ONE-TO-ONE SPECIALIZED SUPPORT PARAPROFESSIONAL	1.00	1.00	0.00
		ONE-TO-ONE TEACHING ASSISTANT	0.00	1.00	1.00
	3305 - One to One Assistance Total		1.00	2.00	1.00
316 - Thompson Total			60.90	63.50	2.60
318 - Early Childhood	3109 - ELL	MLL TEACHER	0.20	0.20	0.00
	3109 - ELL Total		0.20	0.20	0.00
	3201 - Health Services/Nursing	NURSE	1.00	1.00	0.00
		ONE-TO-ONE NURSE	1.00	1.00	0.00
	3201 - Health Services/Nursing Total		2.00	2.00	0.00
	3301 - Special Education	ADMINISTRATIVE ASSISTANT - FULL YEAR	1.00	1.00	0.00
		CLASSROOM TEACHER	5.25	6.25	1.00
		PRESCHOOL SPECIALIZED SUPPORT PARAPROFESSIONAL	1.00	1.00	0.00
		SCHOOL PSYCHOLOGIST	0.50	0.50	0.00
		SPECIAL EDUCATION COORDINATOR	1.00	1.00	0.00
		SPECIALIZED SUPPORT PARAPROFESSIONAL	3.20	5.20	2.00
		TEACHING ASSISTANT	11.00	11.00	0.00
		TEACHING SPECIALIST	0.20	0.20	0.00
		TEAM CHAIR	0.50	0.50	0.00
	3301 - Special Education Total		23.65	26.65	3.00
318 - Early Childhood Total			25.85	28.85	3.00
319 - Bishop	3109 - ELL	MLL TEACHER	2.00	2.00	0.00
	3109 - ELL Total		2.00	2.00	0.00



<b>Department Description</b>	<b>Program Description</b>	<b>Position Description</b>	<b>FY24</b>	<b>FY25</b>	<b>Chg</b>
319 - Bishop Total			2.00	2.00	0.00
319 - Elementary Systemwide	3100 -	CURRICULUM SPECIALIST	1.00	1.00	0.00
	3100 - Total		1.00	1.00	0.00
	3105 - Reading	ENGLISH LANGUAGE ARTS COACH	6.00	6.00	0.00
		LEAD READING TEACHER	0.50	0.50	0.00
		READING INTERVENTION SPECIALIST	0.45	0.00	-0.45
	3105 - Reading Total		6.95	6.50	-0.45
	3114 - Math RTI	MATH INTERVENTION PARAPROFESSIONAL	0.18	0.18	0.00
		MATH INTERVENTION TEACHER	1.00	1.00	0.00
	3114 - Math RTI Total		1.18	1.18	0.00
	3116 - Library/Media	LIBRARIAN	6.00	6.00	0.00
		TEACHING SPECIALIST	1.00	1.00	0.00
	3116 - Library/Media Total		7.00	7.00	0.00
	3117 - Music	TEACHING SPECIALIST	6.26	6.06	-0.20
	3117 - Music Total		6.26	6.06	-0.20
	3301 - Special Education	SPECIAL EDUCATION TEACHER	1.00	1.00	0.00
	3301 - Special Education Total		1.00	1.00	0.00
319 - Elementary Systemwide Total			23.39	22.74	-0.65
321 - Superintendent	3401 - Superintendent	CONFIDENTIAL EXECUTIVE ASSISTANT TO THE SUPERINTENDENT	1.00	1.00	0.00
		SUPERINTENDENT	1.00	1.00	0.00
	3401 - Superintendent Total		2.00	2.00	0.00
321 - Superintendent Total			2.00	2.00	0.00
322 - Teaching & Learning	3100 - C&I Leadership	ADMINISTRATIVE ASSISTANT - FULL YEAR	2.00	2.00	0.00
		DEPUTY SUPERINTENDENT OF TEACHING AND LEARNING	1.00	1.00	0.00
	3100 - C&I Leadership Total		3.00	3.00	0.00



<b>Department Description</b>	<b>Program Description</b>	<b>Position Description</b>	<b>FY24</b>	<b>FY25</b>	<b>Chg</b>
	3102 - English/Language Arts	DIRECTOR OF ENGLISH LANGUAGE ARTS	1.00	1.00	0.00
		ENGLISH LANGUAGE ARTS COACH	1.00	1.00	0.00
		READING COACH	1.00	1.00	0.00
	3102 - English/Language Arts Total		3.00	3.00	0.00
	3103 - C&I Digital Learning	DIRECTOR OF DIGITAL LEARNING	1.00	1.00	0.00
		TEACHING SPECIALIST	1.00	1.00	0.00
	3103 - C&I Digital Learning Total		2.00	2.00	0.00
	3109 - ELL	DIRECTOR OF K-12 MLL	1.00	1.00	0.00
	3109 - ELL Total		1.00	1.00	0.00
	3110 - Heath & Wellness	DIRECTOR OF PHYSICAL ED, HEALTH & WELLNESS	1.00	1.00	0.00
	3110 - Heath & Wellness Total		1.00	1.00	0.00
	3111 - Math	DIRECTOR OF MATHEMATICS AND COMPUTER SCIENCE	1.00	1.00	0.00
	3111 - Math Total		1.00	1.00	0.00
	3112 - Science	DIRECTOR OF SCIENCE	1.00	1.00	0.00
	3112 - Science Total		1.00	1.00	0.00
	3114 - Math RTI	MATH INSTRUCTIONAL COACH	8.50	8.50	0.00
	3114 - Math RTI Total		8.50	8.50	0.00
	3115 - Social Studies	CURRICULUM SPECIALIST	2.00	2.00	0.00
		DIRECTOR OF SOCIAL STUDIES	1.00	1.00	0.00
	3115 - Social Studies Total		3.00	3.00	0.00
	3117 - Music	DIRECTOR OF PERFORMING ARTS	1.00	1.00	0.00
	3117 - Music Total		1.00	1.00	0.00
	3118 - World Languages	DIRECTOR OF WORLD LANGUAGES	1.00	1.00	0.00
	3118 - World Languages Total		1.00	1.00	0.00
	3120 - Art	DIRECTOR OF VISUAL ARTS	1.00	1.00	0.00
	3120 - Art Total		1.00	1.00	0.00



<i>Department Description</i>	<i>Program Description</i>	<i>Position Description</i>	<b>FY24</b>	<b>FY25</b>	<b>Chg</b>
	3403 - Human Resources	ADMINISTRATIVE ASSISTANT - FULL YEAR	1.00	1.00	0.00
		ASSISTANT DIRECTOR OF HUMAN RESOURCES	1.00	1.00	0.00
		DIRECTOR OF HUMAN RESOURCES	1.00	1.00	0.00
	3403 - Human Resources Total		3.00	3.00	0.00
322 - Teaching & Learning Total			29.50	29.50	0.00
323 - Special Education	3300 - Special Ed Administration/Leadership	ADMINISTRATIVE ASSISTANT - FULL YEAR	2.00	2.00	0.00
		ASSISTANT SUPERINTENDENT OF STUDENT SERVICES	1.00	1.00	0.00
		SPECIAL EDUCATION COORDINATOR	4.45	4.45	0.00
		SPECIAL EDUCATION FINANCE MANAGER	1.00	1.00	0.00
	3300 - Special Ed Administration/Leadership Total		8.45	8.45	0.00
	3301 - Special Education	BOARD CERTIFIED BEHAVIORAL ANALYST	5.00	6.00	1.00
		MENTAL HEALTH ASSESSMENT AND OUTREACH SPECIALISTS	1.00	1.00	0.00
		OOD TEAM CHAIR	1.00	1.00	0.00
		OT/PT	1.00	1.00	0.00
		PHYSICAL THERAPY ASSISTANT	0.40	0.40	0.00
		SCHOOL PSYCHOLOGIST	0.50	0.50	0.00
		SLP ASSISTANT	1.00	1.00	0.00
		SOCIAL WORKER	1.00	1.00	0.00
		SPECIAL EDUCATION SPECIALIST	1.60	1.60	0.00
		SPECIALIZED SUPPORT PARAPROFESSIONAL	3.00	3.00	0.00
		SPED SPEECH LANGUAGE PATHOLOGIST	0.50	0.50	0.00
		SPEECH AND LANGUAGE PATHOLOGY ASSISTANT	1.00	1.00	0.00
		TEAM CHAIR	1.00	1.00	0.00
	3301 - Special Education Total		18.00	19.00	1.00





<b>Department Description</b>	<b>Program Description</b>	<b>Position Description</b>	<b>FY24</b>	<b>FY25</b>	<b>Chg</b>
	3301 - SpEd SLC A	CLASSROOM TEACHER	3.00	3.00	0.00
		SOCIAL WORKER	1.25	1.25	0.00
		SPECIAL EDUCATION BSP	1.00	1.00	0.00
		SPECIAL EDUCATION TEACHER	1.00	1.00	0.00
		SPECIALIZED SUPPORT PARAPROFESSIONAL	4.00	4.00	0.00
		TEACHING ASSISTANT	1.00	1.00	0.00
	3301 - SpEd SLC A Total		11.25	11.25	0.00
	3301 - SpEd SLC B	BUS MONITOR	1.00	1.00	0.00
		CLASSROOM TEACHER	1.00	1.00	0.00
		SOCIAL WORKER	1.00	1.00	0.00
		TEACHING ASSISTANT	1.00	1.00	0.00
	3301 - SpEd SLC B Total		4.00	4.00	0.00
	3301 - SpEd SLC C	CLASSROOM TEACHER	1.00	1.00	0.00
		SCHOOL COUNSELOR & SLC-C SCHOOL COUNSELOR	1.00	1.00	0.00
		SOCIAL WORKER	1.25	1.25	0.00
		SPECIAL EDUCATION TEACHER	1.00	1.00	0.00
	3301 - SpEd SLC C Total		4.25	4.25	0.00
323 - Special Education Total			45.95	46.95	1.00
325 - Athletics	3600 - Athletics - Administration	ASSISTANT DIRECTOR OF ATHLETICS	1.00	1.00	0.00
		ATHLETIC TRAINER	1.00	1.00	0.00
		DIRECTOR OF ATHLETICS	1.00	1.00	0.00
	3600 - Athletics - Administration Total		3.00	3.00	0.00
325 - Athletics Total			3.00	3.00	0.00
329 - School Committee	3400 - School Committee	ADMINISTRATIVE ASSISTANT - FULL YEAR	1.00	1.00	0.00
	3400 - School Committee Total		1.00	1.00	0.00



<i>Department Description</i>	<i>Program Description</i>	<i>Position Description</i>	<b>FY24</b>	<b>FY25</b>	<b>Chg</b>
329 - School Committee Total			1.00	1.00	0.00
330 - Finance	3501 - Business Office	ADMINISTRATIVE ASSISTANT - FULL YEAR	1.00	1.00	0.00
		ASSISTANT DIRECTOR OF FINANCE	1.00	1.00	0.00
		ASSISTANT SUPERINTENDENT OF FINANCE AND OPERATIONS	1.00	1.00	0.00
		BUDGET ANALYST	1.00	1.00	0.00
		BUSINESS OFFICE SPECIALIST	3.00	3.00	0.00
	3501 - Business Office Total		7.00	7.00	0.00
	3502 - Payroll	PAYROLL MANAGER	1.00	1.00	0.00
		PAYROLL SPECIALIST	4.00	4.00	0.00
	3502 - Payroll Total		5.00	5.00	0.00
330 - Finance Total			12.00	12.00	0.00
332 - Facilities	3520 - Facilities Maintenance	ADMINISTRATIVE ASSISTANT - FULL YEAR	0.50	0.50	0.00
		BUILDING SYSTEMS MANAGER	1.00	1.00	0.00
		CARPENTER	1.00	1.00	0.00
		CARPENTER/FOREMAN	1.00	1.00	0.00
		CONSTRUCTION/HANDYMAN	1.00	1.00	0.00
		DIRECTOR OF FACILITIES	0.50	0.50	0.00
		ELECTRICIAN	2.00	2.00	0.00
		HVAC TECHNICIAN	2.00	2.00	0.00
		PLUMBER	2.00	2.00	0.00
		SUPERINTENDENT OF SCHOOL FACILITIES	1.00	1.00	0.00
		SUPERVISOR OF BUILDING MAINTENANCE	1.00	1.00	0.00
		SUSTAINABILITY MANAGER	0.50	0.50	0.00
	3520 - Facilities Maintenance Total		13.50	13.50	0.00
	3521 - Custodial Services	CUSTODIAL SUPERVISOR - DAY	1.00	1.00	0.00
		CUSTODIAL SUPERVISOR - NIGHT	1.00	1.00	0.00



<b>Department Description</b>	<b>Program Description</b>	<b>Position Description</b>	<b>FY24</b>	<b>FY25</b>	<b>Chg</b>
		CUSTODIAN	31.00	33.00	2.00
	3521 - Custodial Services Total		33.00	35.00	2.00
332 - Facilities Total			46.50	48.50	2.00
333 - Information Technology	3510 - Information Technology	ASSISTANT MANAGER OF NETWORK SERVICES	1.00	1.00	0.00
		DEPUTY DIRECTOR OF INFORMATION TECHNOLOGY OPERATIONS AND SUPPORT	1.00	1.00	0.00
		DESKTOP SUPPORT MANAGER	1.00	1.00	0.00
		DESKTOP SUPPORT TECHNICIAN	8.00	8.00	0.00
		SENIOR SYSTEMS ADMINISTRATOR/MANAGER OF APPLICATIONS	1.00	1.00	0.00
	3510 - Information Technology Total		12.00	12.00	0.00
333 - Information Technology Total			12.00	12.00	0.00
334 - Transportation	3309 - Transportation - Special Ed In District	BUS DRIVER	11.00	11.00	0.00
		BUS MONITOR	4.00	4.00	0.00
	3309 - Transportation - Special Ed In District Total		15.00	15.00	0.00
	3530 - Transportation - Regular Ed	DIRECTOR OF TRANSPORTATION	1.00	1.00	0.00
	3530 - Transportation - Regular Ed Total		1.00	1.00	0.00
334 - Transportation Total			16.00	16.00	0.00
399 - Systemwide Accounts	3201 - Health Services/Nursing	ADMINISTRATIVE ASSISTANT - FULL YEAR	0.60	0.60	0.00
		CERTIFIED NURSING ASSISTANT	1.00	1.00	0.00
		DIRECTOR OF NURSING	1.00	1.00	0.00



<b>Department Description</b>	<b>Program Description</b>	<b>Position Description</b>	<b>FY24</b>	<b>FY25</b>	<b>Chg</b>
		NURSE	2.60	2.60	0.00
	3201 - Health Services/Nursing Total		5.20	5.20	0.00
	3202 - Guidance	DIRECTOR OF SCHOOL COUNSELING AND SEL	1.00	1.00	0.00
		SEL COACH PK-12	1.00	1.00	0.00
	3202 - Guidance Total		2.00	2.00	0.00
	3402 - Diversity, Equity & Inclusion	ADMINISTRATIVE ASSISTANT - FULL YEAR	0.00	0.50	0.50
		DBEIJ SPECIALIST	0.00	1.00	1.00
		DIRECTOR OF EQUITY, ACCESS, INCLUSION, JUSTICE & BELONGING	1.00	1.00	0.00
	3402 - Diversity, Equity & Inclusion Total		1.00	2.50	1.50
	3410 - Communications and Family Engagement	ADMINISTRATIVE ASSISTANT - FULL YEAR	0.00	0.50	0.50
		COMMUNICATIONS SPECIALIST	0.00	0.60	0.60
		DIRECTOR OF COMMUNICATION & FAMILY ENGAGEMENT	1.00	1.00	0.00
		ENROLLMENT AND ENGAGEMENT SPECIALIST	2.00	2.00	0.00
	3410 - Communications and Family Engagement Total		3.00	4.10	1.10
	3503 - Grants Development	GRANT ADMINISTRATOR	1.00	1.00	0.00
	3503 - Grants Development Total		1.00	1.00	0.00
	3511 - Student Data and Assessment	DATA ANALYST	1.00	1.00	0.00
		DATA SERVICES MANAGER	1.00	1.00	0.00
		DIRECTOR OF RESEARCH, DATA, AND ACCOUNTABILITY	0.00	1.00	1.00
	3511 - Student Data and Assessment Total		2.00	3.00	1.00
	3513 - Traffic Supervisors	TRAFFIC SUPERVISOR	21.00	21.00	0.00



<i>Department Description</i>	<i>Program Description</i>	<i>Position Description</i>	<b>FY24</b>	<b>FY25</b>	<b>Chg</b>
	3513 - Traffic Supervisors Total		21.00	21.00	0.00
	3996 - Budget Contingencies	OTHER BUDGET EFFICIENCIES	0.00	-7.0	-7.00
	3996 - Budget Contingencies Total		0.00	-7.0	-7.00
	3999 - Systemwide Expense	SCHOOL SUSTAINABILITY COORDINATOR	0.69	0.69	0.00
	3999 - Systemwide Expense Total		0.69	0.69	0.00
399 - Systemwide Accounts Total			35.89	32.49	-3.40
<b>Grand Total</b>			<b>1,016.08</b>	<b>1,031.61</b>	<b>15.53</b>



## Other Funds

<i>Department Description</i>	<i>Program Description</i>	<i>POSITION SCHEDULE DESCRIPTION</i>	<b>FY24</b>	<b>FY25</b>	<b>Chg</b>
318 - Early Childhood	3002 - Pre-Kindergarten	CLASSROOM TEACHER	1.75	1.75	0.00
	3002 - Pre-Kindergarten Total		1.75	1.75	0.00
318 - Early Childhood Total			1.75	1.75	0.00
323 - Special Education	3301 - Special Education	CLASSROOM TEACHER	2.00	2.00	0.00
		OCCUPATIONAL THERAPIST	3.02	3.02	0.00
		PHYSICAL THERAPIST	0.80	0.80	0.00
		READING SPECIALIST	0.96	0.96	0.00
		RELATED SERVICE PROVIDERS	2.51	2.51	0.00
		SECONDARY OCCUPATIONAL THERAPIST	0.48	0.48	0.00
		SOCIAL WORKER	2.50	2.50	0.00
		SPECIAL EDUCATION COORDINATOR	0.55	0.55	0.00
		SPECIAL EDUCATION LEARNING SPECIALIST	0.50	0.50	0.00
		SPECIAL EDUCATION TEACHER	2.00	2.00	0.00
		SPEECH LANGUAGE PATHOLOGIST	0.04	0.04	0.00
		SPEECH PATHOLOGIST	2.00	2.00	0.00
		TVI SPECIALIST	1.00	1.00	0.00
	3301 - Special Education Total		18.36	18.36	0.00
323 - Special Education Total			18.36	18.36	0.00
326 - Diversity, Equity, & Inclusion	3404 - METCO	METCO DIRECTOR	1.00	1.00	0.00
		SOCIAL WORKER	2.00	2.00	0.00



<i>Department Description</i>	<i>Program Description</i>	<i>POSITION SCHEDULE DESCRIPTION</i>	<b>FY24</b>	<b>FY25</b>	<b>Chg</b>
		TEACHING ASSISTANT	1.00	1.00	0.00
	3404 - METCO Total		4.00	4.00	0.00
326 - Diversity, Equity, & Inclusion Total			4.00	4.00	0.00
336 - Grants	3911 - TITLE I	MATH INTERVENTION PARAPROFESSIONAL	0.82	0.82	0.00
		TITLE I TUTOR	2.63	2.80	0.17
	3911 - TITLE I Total		3.45	3.62	0.17
	3998 - COVID-19	ASSISTANT DIRECTOR OF HIGH SCHOOL COUNSELING	1.00	0.00	-1.00
		COMMUNICATIONS SPECIALIST	1.00	0.00	-1.00
		DBEIJ SPECIALIST	1.00	0.00	-1.00
		DIRECTOR OF RESEARCH, DATA, AND ACCOUNTABILITY	1.00	0.00	-1.00
		ENGLISH LANGUAGE ARTS COACH	1.00	0.00	-1.00
		FAMILY LIAISON	1.00	0.00	-1.00
	3998 - COVID-19 Total		6.00	0.00	-6.00
336 - Grants Total			9.45	3.62	-5.83
399 - Systemwide Accounts	3999 - Systemwide Expense	LEADERSHIP DEVELOPMENT AND ONBOARDING PROGRAM DESIGNER	1.00	0.00	-1.00
	3999 - Systemwide Expense Total		1.00	0.00	-1.00
399 - Systemwide Accounts Total			1.00	0.00	-1.00
<b>Grand Total</b>			<b>34.56</b>	<b>27.73</b>	<b>-6.83</b>





## **Athletics**

Athletics is also an area of interest to many people. Like the Program summary view, the Athletics Budget Detail includes the FY21, FY22 and FY23 Final Expenses, FY24 Budget, and the Superintendent's Proposed FY25 Budget.

<b>New Program Description</b>	<b>New Object Description</b>	<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
3600 - Athletics - Administration	510101 - PS Administration Sal & Wages	105,148	132,798	177,075	180,833	186,424
	510201 - CS Clerical Salaries	24,164	8,353	0	8,695	0
	510204 - CS Longevity Clerical	0	0	0	0	0
	510308 - OS Other Full Time Salaries	57,222	58,500	44,157	59,196	61,000
	510328 - OS Temporary Salary Wages Other	0	4,637	0	5,650	4,794
	520402 - CTR Athletic Services	12,747	14,609	73,900	15,208	15,341
	520404 - CTR Contracted Transportation	920	81,378	54,347	124,764	122,011
	520502 - SM Athletic Supplies	8,504	3,158	17,995	9,522	9,588
	520508 - SM Educational Supplies	0	634	0	661	1,007
	520613 - OE Grey Bills From Town	0	0	0	0	0
	520617 - OE Insurance	5,756	4,893	5,500	5,094	5,274
	520629 - OE Professional Affiliations	0	0	0	0	0
	520632 - OE Safety Equip And Testing	0	0	0	0	0
3600 - Athletics - Administration Total		214,462	308,959	372,974	409,623	405,439
3601 - Athletics - Baseball	510328 - OS Temporary Salary Wages Other	16,139	16,139	20,831	23,055	23,005
	520402 - CTR Athletic Services	3,313	6,008	0	0	0
	520502 - SM Athletic Supplies	840	2,862	2,852	2,980	2,858
3601 - Athletics - Baseball Total		20,292	25,008	23,682	26,035	25,863
3602 - Athletics - Basketball	510328 - OS Temporary Salary Wages Other	22,886	23,886	30,058	37,766	42,563
	520402 - CTR Athletic Services	8,400	12,390	0	0	0



<i><b>New Program Description</b></i>	<i><b>New Object Description</b></i>	<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
	520502 - SM Athletic Supplies	836	836	0	872	1,055
3602 - Athletics - Basketball Total		32,122	37,112	30,058	38,638	43,618
3603 - Athletics - Cheerleading	510328 - OS Temporary Salary Wages Other	7,808	7,808	12,549	12,007	10,938
	520402 - CTR Athletic Services	230	3,725	0	0	0
	520502 - SM Athletic Supplies	311	1,454	0	1,515	959
3603 - Athletics - Cheerleading Total		8,349	12,987	12,549	13,522	11,897
3604 - Athletics - Cross Country	510328 - OS Temporary Salary Wages Other	53,668	29,182	27,726	32,265	28,353
	520402 - CTR Athletic Services	1,287	1,810	0	0	0
	520502 - SM Athletic Supplies	604	133	7,446	140	135
3604 - Athletics - Cross Country Total		55,559	31,125	35,172	32,405	28,488
3605 - Athletics - Field Hockey	510328 - OS Temporary Salary Wages Other	13,043	13,043	14,467	18,216	17,299
	520402 - CTR Athletic Services	3,029	4,454	0	0	0
	520502 - SM Athletic Supplies	573	0	539	0	576
3605 - Athletics - Field Hockey Total		16,645	17,497	15,006	18,216	17,875
3606 - Athletics - Football	510328 - OS Temporary Salary Wages Other	47,132	46,425	35,420	48,330	37,699
	520402 - CTR Athletic Services	4,719	14,261	3,220	14,846	15,193
	520502 - SM Athletic Supplies	530	0	11,250	0	959
3606 - Athletics - Football Total		52,381	60,686	49,889	63,176	53,851
3607 - Athletics - Golf	510328 - OS Temporary Salary Wages Other	3,905	3,905	4,255	8,746	7,867
	520402 - CTR Athletic Services	2,144	4,495	0	0	0
	520502 - SM Athletic Supplies	1,040	0	4,476	0	1,726



<b>New Program Description</b>	<b>New Object Description</b>	<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
3607 - Athletics - Golf Total		7,089	8,400	8,731	8,746	9,593
3608 - Athletics - Gymnastics	510328 - OS Temporary Salary Wages Other	7,808	8,008	18,394	12,986	19,567
	520402 - CTR Athletic Services	4,630	4,466	0	0	0
	520502 - SM Athletic Supplies	0	5,175	1,235	5,388	1,918
3608 - Athletics - Gymnastics Total		12,438	17,649	19,629	18,374	21,485
3609 - Athletics - Ice Hockey	510328 - OS Temporary Salary Wages Other	23,060	26,995	107,214	117,866	116,602
	520402 - CTR Athletic Services	59,502	90,230	0	0	0
	520502 - SM Athletic Supplies	198	345	1,114	360	1,151
	520619 - OE Misc Expenses	0	12,770	2,900	0	0
3609 - Athletics - Ice Hockey Total		82,760	130,340	111,227	118,226	117,753
3610 - Athletics - Indoor Track	510328 - OS Temporary Salary Wages Other	13,043	38,277	44,947	45,666	33,735
	520402 - CTR Athletic Services	5,131	5,588	0	0	0
	520502 - SM Athletic Supplies	0	5,745	7,973	5,981	4,854
3610 - Athletics - Indoor Track Total		18,174	49,610	52,920	51,647	38,589
3611 - Athletics - Lacrosse	510328 - OS Temporary Salary Wages Other	23,086	22,886	28,360	30,683	34,491
	520402 - CTR Athletic Services	4,696	6,586	0	0	0
	520502 - SM Athletic Supplies	1,359	3,265	360	3,400	1,343
3611 - Athletics - Lacrosse Total		29,141	32,737	28,720	34,083	35,834
3612 - Athletics - Outdoor Track	510328 - OS Temporary Salary Wages Other	13,843	13,843	22,349	16,502	1,439
	520402 - CTR Athletic Services	1,952	2,007	0	0	0
	520502 - SM Athletic Supplies	3,535	372	6,839	388	480
3612 - Athletics - Outdoor Track Total		19,330	16,223	29,188	16,890	1,919



<i>New Program Description</i>	<i>New Object Description</i>	<i>FY21 Actual</i>	<i>FY22 Actual</i>	<i>FY23 Actual</i>	<i>FY24 Budget</i>	<i>FY25 Budget</i>
3613 - Athletics - Skiing	510328 - OS Temporary Salary Wages Other	4,200	7,730	7,698	8,047	9,020
	520402 - CTR Athletic Services	215	9,224	18,899	9,603	9,588
	520404 - CTR Contracted Transportation	0	4,900	9,250	0	0
3613 - Athletics - Skiing Total		4,415	21,854	35,847	17,650	18,608
3614 - Athletics - Soccer	510328 - OS Temporary Salary Wages Other	26,086	25,486	31,767	37,587	36,477
	520402 - CTR Athletic Services	7,387	10,618	0	0	0
	520502 - SM Athletic Supplies	1,455	1,297	4,068	1,352	1,297
3614 - Athletics - Soccer Total		34,928	37,402	35,835	38,939	37,774
3615 - Athletics - Softball	510328 - OS Temporary Salary Wages Other	16,939	16,272	17,444	20,232	20,460
	520402 - CTR Athletic Services	2,519	3,162	0	0	0
	520502 - SM Athletic Supplies	454	1,352	1,861	1,408	1,439
3615 - Athletics - Softball Total		19,911	20,787	19,305	21,640	21,899
3616 - Athletics - Swimming	510328 - OS Temporary Salary Wages Other	14,202	8,001	9,238	18,459	17,607
	520402 - CTR Athletic Services	1,608	9,729	0	0	0
	520502 - SM Athletic Supplies	12,360	0	8,383	0	9,787
3616 - Athletics - Swimming Total		28,170	17,730	17,620	18,459	27,394
3617 - Athletics - Tennis	510328 - OS Temporary Salary Wages Other	17,216	17,216	21,793	18,381	18,504
	520402 - CTR Athletic Services	0	438	0	0	0
	520502 - SM Athletic Supplies	0	628	6,790	655	1,726
3617 - Athletics - Tennis Total		17,216	18,281	28,583	19,036	20,230
3618 - Athletics - Volleyball	510328 - OS Temporary Salary Wages Other	24,864	22,190	29,963	32,779	36,611
	520402 - CTR Athletic Services	5,670	9,296	0	0	0
	520502 - SM Athletic Supplies	0	1,462	2,211	1,522	1,343



<i>New Program Description</i>	<i>New Object Description</i>	<i>FY21 Actual</i>	<i>FY22 Actual</i>	<i>FY23 Actual</i>	<i>FY24 Budget</i>	<i>FY25 Budget</i>
3618 - Athletics - Volleyball Total		30,535	32,948	32,173	34,301	37,954
3619 - Athletics - Wrestling	510328 - OS Temporary Salary Wages Other	9,947	9,147	10,733	10,654	14,357
	520402 - CTR Athletic Services	420	1,086	0	0	0
	520502 - SM Athletic Supplies	678	0	5,110	0	959
3619 - Athletics - Wrestling Total		11,045	10,233	15,843	10,654	15,316
3620 - Athletics - Nordic Skiing	510328 - OS Temporary Salary Wages Other	0	0	0	0	9,020
	520502 - SM Athletic Supplies	0	0	0	0	2,877
3620 - Athletics - Nordic Skiing Total		0	0	0	0	11,897
3999 - Systemwide Expense	520401 - CTR Contracted Services	0	1,010	0	29,126	0
	520506 - SM Curriculum Supplies	0	1,200	0	0	0
	599000 - Transfer to Other Funds	0	0	0	0	0
3999 - Systemwide Expense Total		0	2,210	0	29,126	0
<b>Grand Total</b>		<b>714,961</b>	<b>909,778</b>	<b>974,953</b>	<b>1,039,386</b>	<b>1,003,276</b>



## **Budget Detail**

This is the most detailed view of the FY24 Superintendent's Proposed Budget. Similar to the individual Program summary, the Budget Detail schedule includes all sources of funding. The columns show the FY22 Final Expenses, FY23 Budget, and the FY24 Superintendent's Proposed Budget.

<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
301 - High School	3001 - School Leadership	510101 - PS Administration Sal & Wages	643,468	654,518	672,761
		510112 - PS Temp Salaries Professional	975	0	0
		510114 - PS Administrative Stipend	38,273	1,059	0
		510117 - PS Longevity Admin	11,791	11,684	12,031
		510201 - CS Clerical Salaries	304,115	303,998	320,187
		510202 - CS Temporary Clerical Help	606	0	0
		510203 - CS Skills Stipend	519	0	0
		510204 - CS Longevity Clerical	6,141	5,420	2,576
		510304 - OS Paraprofessional Salaries	18,194	0	0
		510308 - OS Other Full Time Salaries	108,200	110,430	112,600
		510322 - OS Other Stipends	1,590	0	0
		520416 - CTR Professional Tech Services	0	0	0
		520503 - SM Carpentry Supplies Doors	0	0	0
		520514 - SM Food Supplies	0	0	0
		520518 - SM Instructional Materials	0	0	0
		520523 - SM Office Supplies	0	0	0
		520525 - SM Repro Paper Toner Supplies	0	0	0
		520526 - SM Reproduction/Printing	0	0	0
		520528 - SM Textbooks Books Periodicals	0	0	0
		520605 - OE Computer Equipment Hardware	0	0	0
		520629 - OE Professional Affiliations	1,550	1,213	0



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
	3001 - School Leadership Total		1,135,423	1,088,322	1,120,155
	3005 - Secondary Education	510102 - PS Teacher Salaries	4,038	0	0
		510112 - PS Temp Salaries Professional	25,448	20,927	3,723
		510113 - PS Academic Teacher Leadership	39,032	682	54,124
		510115 - PS Teacher Room Moving	520	40,161	3,723
		510304 - OS Paraprofessional Salaries	87,612	180,811	406,502
		510319 - OS Substitute Teachers	211,483	220,518	9,297
		510322 - OS Other Stipends	30,808	98,236	96,074
		510327 - OS Student Activity Support Stip	66,839	11,471	36,293
		510330 - OS Workshops Stipends/Green Slip	0	0	0
		510331 - OS Longevity Paraprofessionals	0	0	250
		520412 - CTR Instructional Services	6,890	6,853	6,633
		520416 - CTR Professional Tech Services	326,536	605	10,529
		520504 - SM Computer Software	4,300	0	24,662
		520505 - SM Computer Supplies	6,373	1,209	9,306
		520508 - SM Educational Supplies	16,464	6,451	20,566
		520514 - SM Food Supplies	2,648	1,883	17,961
		520515 - SM Graduation Service Ceremonies	16,394	5,054	17,812
		520518 - SM Instructional Materials	26,966	213,597	42,169
		520522 - SM Misc Supplies	8,742	2,625	18,612
		520523 - SM Office Supplies	28,882	7,757	29,565
		520525 - SM Repro Paper Toner Supplies	25,450	5,666	26,052
		520526 - SM Reproduction/Printing	3,175	5,054	4,939
		520527 - SM Testing Materials	0	9,097	0
		520528 - SM Textbooks Books Periodicals	3,972	0	0
		520601 - OE Other Expenses	971	0	0
		520604 - OE Capital Equipment/Furniture	1,305	0	0





<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
		520610 - OE Field Trips	0	0	0
		520615 - OE Instruction Equipment	3,582	0	0
		520629 - OE Professional Affiliations	6,740	5,802	10,237
		520645 - OE Tuition Other Schools	0	0	0
	3005 - Secondary Education Total		955,169	844,459	849,029
	3100 - C&I Leadership	510112 - PS Temp Salaries Professional	0	0	0
		510319 - OS Substitute Teachers	0	0	0
	3100 - C&I Leadership Total		0	0	0
	3102 - English/Language Arts	510102 - PS Teacher Salaries	1,428,165	1,520,361	1,615,176
		510116 - PS Longevity/Teachers	11,551	11,446	15,498
		520518 - SM Instructional Materials	0	0	233
	3102 - English/Language Arts Total		1,439,716	1,531,807	1,630,907
	3103 - Digital Learning	510114 - PS Administrative Stipend	0	1,608	1,573
		520518 - SM Instructional Materials	4,480	4,562	8,919
	3103 - Digital Learning Total		4,480	6,170	10,492
	3104 - Family and Consumer Science	510102 - PS Teacher Salaries	256,681	312,949	385,580
		510113 - PS Academic Teacher Leadership	3,829	3,871	6,355
		520510 - SM Equipment Maintenance	0	0	959
		520514 - SM Food Supplies	0	0	0
		520518 - SM Instructional Materials	23,197	23,864	46,655
		520528 - SM Textbooks Books Periodicals	0	0	0
		520615 - OE Instruction Equipment	476	482	943
	3104 - Family and Consumer Science Total		284,184	341,166	440,492
	3106 - Drama	520518 - SM Instructional Materials	871	1,800	6,390
	3106 - Drama Total		871	1,800	6,390
	3108 - Reading Interventions	510102 - PS Teacher Salaries	96,230	139,090	198,992
		510116 - PS Longevity/Teachers	0	0	0



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
		520528 - SM Textbooks Books Periodicals	0	900	0
	3108 - Reading Interventions Total		96,230	139,990	198,992
	3109 - ELL	510101 - PS Administration Sal & Wages	0	0	0
		510102 - PS Teacher Salaries	158,660	168,876	183,324
	3109 - ELL Total		158,660	168,876	183,324
	3110 - Heath & Wellness	510102 - PS Teacher Salaries	0	0	0
		520518 - SM Instructional Materials	578	1,170	2,233
	3110 - Heath & Wellness Total		578	1,170	2,233
	3111 - Math	510102 - PS Teacher Salaries	1,529,016	1,631,488	1,677,366
		510116 - PS Longevity/Teachers	11,562	11,457	8,424
		510304 - OS Paraprofessional Salaries	0	0	25,772
		510331 - OS Longevity Paraprofessionals	0	0	300
		520404 - CTR Contracted Transportation	0	0	0
		520518 - SM Instructional Materials	0	0	0
		520527 - SM Testing Materials	0	0	0
	3111 - Math Total		1,540,578	1,642,945	1,711,862
	3112 - Science	510102 - PS Teacher Salaries	1,376,189	1,439,633	1,524,207
		510116 - PS Longevity/Teachers	2,648	2,624	2,648
		520518 - SM Instructional Materials	6,545	1,876	12,519
		520528 - SM Textbooks Books Periodicals	0	0	0
	3112 - Science Total		1,385,382	1,444,133	1,539,374
	3115 - Social Studies	510102 - PS Teacher Salaries	1,315,387	1,357,934	1,437,025
		510116 - PS Longevity/Teachers	17,088	19,794	20,215
		520518 - SM Instructional Materials	119	53	783
		520528 - SM Textbooks Books Periodicals	17,403	17,827	31,361
	3115 - Social Studies Total		1,349,996	1,395,608	1,489,384
	3116 - Library/Media	510102 - PS Teacher Salaries	103,938	104,171	107,233



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
		510112 - PS Temp Salaries Professional	6,100	5,936	19,248
		510113 - PS Academic Teacher Leadership	4,312	4,359	8,320
		510116 - PS Longevity/Teachers	0	0	2,648
		510304 - OS Paraprofessional Salaries	30,474	63,520	36,253
		520416 - CTR Professional Tech Services	0	0	0
		520505 - SM Computer Supplies	716	0	0
		520518 - SM Instructional Materials	19,680	19,891	38,888
		520523 - SM Office Supplies	497	506	2,716
		520528 - SM Textbooks Books Periodicals	18,769	15,031	33,204
		520629 - OE Professional Affiliations	50	51	97
	3116 - Library/Media Total		184,536	213,465	248,607
	3117 - Music	510102 - PS Teacher Salaries	320,000	412,848	423,879
		510116 - PS Longevity/Teachers	6,254	6,197	7,314
		510322 - OS Other Stipends	0	28,814	33,479
		510327 - OS Student Activity Support Stip	26,489	0	0
		510328 - OS Temporary Salary Wages Other	0	0	0
		520416 - CTR Professional Tech Services	2,344	0	0
		520518 - SM Instructional Materials	6,716	13,958	25,321
		520610 - OE Field Trips	3,425	2,856	8,533
	3117 - Music Total		365,228	464,673	498,526
	3118 - World Languages	510102 - PS Teacher Salaries	1,040,161	1,211,903	1,198,648
		510116 - PS Longevity/Teachers	11,790	11,683	8,903
		520528 - SM Textbooks Books Periodicals	0	0	0
	3118 - World Languages Total		1,051,951	1,223,586	1,207,551
	3119 - Physical Education	510102 - PS Teacher Salaries	397,430	410,523	432,247
		510113 - PS Academic Teacher Leadership	3,000	3,033	5,759
		510116 - PS Longevity/Teachers	2,648	2,624	4,237



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
		510304 - OS Paraprofessional Salaries	0	0	0
		510327 - OS Student Activity Support Stip	6,000	2,366	7,897
	3119 - Physical Education Total		409,078	418,546	450,140
	3120 - Art	510102 - PS Teacher Salaries	462,135	470,826	566,700
		510116 - PS Longevity/Teachers	3,127	3,099	2,648
		510304 - OS Paraprofessional Salaries	25,948	27,650	0
		520518 - SM Instructional Materials	21,746	17,869	44,153
	3120 - Art Total		512,955	519,444	613,501
	3122 - Professional Development	520508 - SM Educational Supplies	0	0	0
		520629 - OE Professional Affiliations	0	0	0
	3122 - Professional Development Total		0	0	0
	3201 - Health Services/Nursing	510102 - PS Teacher Salaries	0	0	0
		510116 - PS Longevity/Teachers	2,648	2,624	0
		510308 - OS Other Full Time Salaries	117,108	251,713	174,818
	3201 - Health Services/Nursing Total		119,756	254,337	174,818
	3202 - Guidance	510101 - PS Administration Sal & Wages	0	0	116,753
		510102 - PS Teacher Salaries	949,231	974,041	944,201
		510113 - PS Academic Teacher Leadership	6,855	2,012	0
		510114 - PS Administrative Stipend	6,875	0	0
		510116 - PS Longevity/Teachers	11,322	11,219	11,312
		510201 - CS Clerical Salaries	53,410	51,189	55,535
		510204 - CS Longevity Clerical	0	0	1,512
		510304 - OS Paraprofessional Salaries	0	0	73,773
		510331 - OS Longevity Paraprofessionals	0	0	250
		520504 - SM Computer Software	0	0	0
		520523 - SM Office Supplies	0	0	0
		520525 - SM Repro Paper Toner Supplies	0	0	0



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
	3202 - Guidance Total		1,027,692	1,038,461	1,203,336
	3300 - Special Ed Administration/Leadership	510101 - PS Administration Sal & Wages	0	0	0
	3300 - Special Ed Administration/Leadership Total		0	0	0
	3301 - Special Education	510102 - PS Teacher Salaries	1,543,244	1,644,743	2,073,376
		510116 - PS Longevity/Teachers	6,015	5,961	12,030
		510304 - OS Paraprofessional Salaries	96,206	132,022	178,470
	3301 - Special Education Total		1,645,464	1,782,726	2,263,876
	3302 - Pupil Services (504)	520416 - CTR Professional Tech Services	0	0	0
	3302 - Pupil Services (504) Total		0	0	0
	3304 - Medical Services	510102 - PS Teacher Salaries	0	0	0
		510114 - PS Administrative Stipend	0	1,517	0
		510304 - OS Paraprofessional Salaries	0	0	0
	3304 - Medical Services Total		0	1,517	0
	3400 - School Committee	510328 - OS Temporary Salary Wages Other	0	1,031	1,009
	3400 - School Committee Total		0	1,031	1,009
	3401 - Superintendent	520504 - SM Computer Software	3,501	0	0
	3401 - Superintendent Total		3,501	0	0
	3510 - Information Technology	510102 - PS Teacher Salaries	50	0	0
	3510 - Information Technology Total		50	0	0
	3520 - Facilities Maintenance	520403 - CTR Boiler Contracted Services	0	0	0
		520408 - CTR Environmental Services	0	0	0
		520415 - CTR Plumbing Services	0	0	0
		520418 - CTR Security Services	0	0	0
		520503 - SM Carpentry Supplies Doors	0	0	0
		520509 - SM Electrical Supplies	0	0	0
		520513 - SM Flooring Supplies/Services	0	0	0
	3520 - Facilities Maintenance Total		0	0	0



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
	3521 - Custodial Services	510301 - OS Custodial Salaries	0	0	0
		510312 - OS Call Back	0	0	0
		510314 - OS Cust/Snow/Ice Removal	0	0	0
		510315 - OS Custodial Absence/Vacation	0	0	0
		510316 - OS Custodial Athletic Events	0	0	0
		510317 - OS Custodial Clothing Allow	0	0	0
		510320 - OS Longevity Cust	0	0	0
		510323 - OS Out Of Classification Salary	0	0	0
		510324 - OS Overtime Peakload Requirement	0	0	0
		510325 - OS Permit	0	0	0
	3521 - Custodial Services Total		0	0	0
	3600 - Athletics - Administration	520404 - CTR Contracted Transportation	0	0	0
		520502 - SM Athletic Supplies	0	0	0
	3600 - Athletics - Administration Total		0	0	0
	3604 - Athletics - Cross Country	510328 - OS Temporary Salary Wages Other	0	0	0
	3604 - Athletics - Cross Country Total		0	0	0
	3612 - Athletics - Outdoor Track	520402 - CTR Athletic Services	0	0	0
		520502 - SM Athletic Supplies	0	0	0
	3612 - Athletics - Outdoor Track Total		0	0	0
	3998 - COVID-19	520518 - SM Instructional Materials	0	0	0
	3998 - COVID-19 Total		0	0	0
	3999 - Systemwide Expense	510101 - PS Administration Sal & Wages	20,269	0	0
		510102 - PS Teacher Salaries	21,800	0	0
		510304 - OS Paraprofessional Salaries	3,163	0	0
	3999 - Systemwide Expense Total		45,232	0	0
301 - High School Total			13,716,711	14,524,232	15,843,998
302 - Ottoson	3001 - School Leadership	510101 - PS Administration Sal & Wages	369,310	377,101	397,456



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
		510112 - PS Temp Salaries Professional	666	624	611
		510113 - PS Academic Teacher Leadership	0	0	0
		510114 - PS Administrative Stipend	4,779	5,054	4,943
		510116 - PS Longevity/Teachers	0	0	0
		510117 - PS Longevity Admin	0	0	0
		510201 - CS Clerical Salaries	166,319	143,024	155,578
		510202 - CS Temporary Clerical Help	3,870	0	0
		510204 - CS Longevity Clerical	0	0	538
		510303 - OS Food Service Salaries	8,150	0	0
		510308 - OS Other Full Time Salaries	128	0	0
		510322 - OS Other Stipends	0	0	0
		510328 - OS Temporary Salary Wages Other	50	51	50
		520416 - CTR Professional Tech Services	2,709	2,738	2,678
		520523 - SM Office Supplies	0	0	0
	3001 - School Leadership Total		555,981	528,592	561,854
	3005 - Secondary Education	510102 - PS Teacher Salaries	0	0	0
		510112 - PS Temp Salaries Professional	4,425	4,473	4,374
		510115 - PS Teacher Room Moving	1,562	1,580	1,546
		510304 - OS Paraprofessional Salaries	44,420	92,642	160,067
		510308 - OS Other Full Time Salaries	0	0	0
		510319 - OS Substitute Teachers	125,077	129,644	126,783
		510322 - OS Other Stipends	34,120	60,082	58,757
		510327 - OS Student Activity Support Stip	22,351	0	0
		510331 - OS Longevity Paraprofessionals	0	0	250
		520416 - CTR Professional Tech Services	0	0	0
		520518 - SM Instructional Materials	26,580	43,931	42,962
		520523 - SM Office Supplies	13,038	11,320	11,070





<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
		520525 - SM Repro Paper Toner Supplies	7,939	5,606	5,483
		520526 - SM Reproduction/Printing	0	0	0
		520528 - SM Textbooks Books Periodicals	0	0	0
		520604 - OE Capital Equipment/Furniture	200	203	199
		520610 - OE Field Trips	16,209	11,404	11,153
		520615 - OE Instruction Equipment	2,515	0	0
	3005 - Secondary Education Total		298,436	360,885	422,644
	3100 - C&I Leadership	510112 - PS Temp Salaries Professional	0	0	0
	3100 - C&I Leadership Total		0	0	0
	3101 - Computer Science	510102 - PS Teacher Salaries	331,759	324,404	337,804
		510116 - PS Longevity/Teachers	0	0	1,324
		520518 - SM Instructional Materials	0	0	0
	3101 - Computer Science Total		331,759	324,404	339,128
	3102 - English/Language Arts	510102 - PS Teacher Salaries	838,881	865,374	907,074
		510116 - PS Longevity/Teachers	17,087	16,932	17,327
		510303 - OS Food Service Salaries	0	0	0
		510308 - OS Other Full Time Salaries	0	0	0
	3102 - English/Language Arts Total		855,968	882,306	924,401
	3103 - Digital Learning	510114 - PS Administrative Stipend	0	1,608	1,573
		520518 - SM Instructional Materials	2,961	3,042	2,975
	3103 - Digital Learning Total		2,961	4,650	4,548
	3104 - Family and Consumer Science	510102 - PS Teacher Salaries	185,577	222,879	230,912
		510116 - PS Longevity/Teachers	3,127	3,337	3,367
		520514 - SM Food Supplies	0	0	0
		520518 - SM Instructional Materials	8,319	8,895	8,699
		520615 - OE Instruction Equipment	1,662	1,680	1,644
	3104 - Family and Consumer Science Total		198,684	236,791	244,622



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
	3107 - Gifted & Talented	510102 - PS Teacher Salaries	107,328	96,879	103,122
		510116 - PS Longevity/Teachers	3,127	3,099	2,648
	3107 - Gifted & Talented Total		110,455	99,978	105,770
	3108 - Reading Interventions	510102 - PS Teacher Salaries	147,073	172,156	181,009
		510116 - PS Longevity/Teachers	0	0	2,648
	3108 - Reading Interventions Total		147,073	172,156	183,657
	3109 - ELL	510102 - PS Teacher Salaries	117,455	166,835	168,330
	3109 - ELL Total		117,455	166,835	168,330
	3110 - Heath & Wellness	520518 - SM Instructional Materials	758	720	704
	3110 - Heath & Wellness Total		758	720	704
	3111 - Math	510102 - PS Teacher Salaries	881,179	946,526	1,007,153
		510116 - PS Longevity/Teachers	5,775	5,961	8,663
		520518 - SM Instructional Materials	0	0	0
	3111 - Math Total		886,954	952,487	1,015,816
	3112 - Science	510102 - PS Teacher Salaries	815,706	846,577	826,591
		510116 - PS Longevity/Teachers	12,030	11,921	9,382
		520518 - SM Instructional Materials	1,234	684	0
	3112 - Science Total		828,970	859,182	835,973
	3114 - Math RTI	510102 - PS Teacher Salaries	95,150	96,879	99,725
		510116 - PS Longevity/Teachers	2,648	2,862	2,888
	3114 - Math RTI Total		97,798	99,741	102,613
	3115 - Social Studies	510102 - PS Teacher Salaries	849,715	877,664	922,101
		510116 - PS Longevity/Teachers	14,439	14,308	16,750
		520504 - SM Computer Software	5,129	4,751	4,101
		520518 - SM Instructional Materials	491	498	575
		520528 - SM Textbooks Books Periodicals	0	687	0
	3115 - Social Studies Total		869,774	897,908	943,527



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
	3116 - Library/Media	510102 - PS Teacher Salaries	41,211	50,089	51,561
		510304 - OS Paraprofessional Salaries	31,178	32,656	37,521
		510328 - OS Temporary Salary Wages Other	0	0	0
		520528 - SM Textbooks Books Periodicals	13,726	14,393	14,076
	3116 - Library/Media Total		86,115	97,138	103,158
	3117 - Music	510102 - PS Teacher Salaries	155,980	156,787	163,934
		510116 - PS Longevity/Teachers	2,888	2,862	2,888
		510322 - OS Other Stipends	0	18,765	8,264
		510327 - OS Student Activity Support Stip	22,836	25,833	24,357
		510328 - OS Temporary Salary Wages Other	0	0	0
		520518 - SM Instructional Materials	21,058	6,655	6,400
	3117 - Music Total		202,763	210,902	205,843
	3118 - World Languages	510102 - PS Teacher Salaries	699,089	809,111	798,970
		510116 - PS Longevity/Teachers	9,142	9,059	8,565
	3118 - World Languages Total		708,231	818,170	807,535
	3119 - Physical Education	510102 - PS Teacher Salaries	318,600	332,083	357,377
		510116 - PS Longevity/Teachers	3,127	3,099	6,015
	3119 - Physical Education Total		321,727	335,182	363,392
	3120 - Art	510102 - PS Teacher Salaries	163,136	167,746	176,542
		510116 - PS Longevity/Teachers	0	0	0
		520518 - SM Instructional Materials	9,436	10,079	7,447
	3120 - Art Total		172,572	177,825	183,989
	3122 - Professional Development	510330 - OS Workshops Stipends/Green Slip	3,275	0	0
		520508 - SM Educational Supplies	2,259	3,336	3,263
		520629 - OE Professional Affiliations	5,150	5,206	5,091
	3122 - Professional Development Total		10,684	8,542	8,354
	3201 - Health Services/Nursing	510102 - PS Teacher Salaries	0	0	0



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
		510308 - OS Other Full Time Salaries	108,615	143,056	149,654
	3201 - Health Services/Nursing Total		108,615	143,056	149,654
	3202 - Guidance	510102 - PS Teacher Salaries	337,530	350,434	368,403
		510113 - PS Academic Teacher Leadership	1,106	17,243	5,753
		510116 - PS Longevity/Teachers	0	0	3,127
	3202 - Guidance Total		338,636	367,677	377,283
	3301 - Special Education	510102 - PS Teacher Salaries	1,202,240	1,409,590	1,638,017
		510116 - PS Longevity/Teachers	12,280	12,170	11,311
		510304 - OS Paraprofessional Salaries	71,456	77,456	394,566
		510331 - OS Longevity Paraprofessionals	0	0	150
	3301 - Special Education Total		1,285,976	1,499,216	2,044,044
	3304 - Medical Services	510102 - PS Teacher Salaries	0	0	0
	3304 - Medical Services Total		0	0	0
	3305 - One to One Assistance	510304 - OS Paraprofessional Salaries	63,504	62,313	104,569
	3305 - One to One Assistance Total		63,504	62,313	104,569
	3501 - Business Office	510112 - PS Temp Salaries Professional	0	0	0
	3501 - Business Office Total		0	0	0
	3520 - Facilities Maintenance	520416 - CTR Professional Tech Services	0	0	0
	3520 - Facilities Maintenance Total		0	0	0
	3521 - Custodial Services	510301 - OS Custodial Salaries	0	0	0
		510312 - OS Call Back	0	0	0
		510315 - OS Custodial Absence/Vacation	0	0	0
		510317 - OS Custodial Clothing Allow	0	0	0
		510320 - OS Longevity Cust	0	0	0
		510323 - OS Out Of Classification Salary	0	0	0
		510324 - OS Overtime Peakload Requirement	0	0	0
		510325 - OS Permit	0	0	0



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
	3521 - Custodial Services Total		0	0	0
	3530 - Transportation - Regular Ed	510112 - PS Temp Salaries Professional	0	0	0
		520601 - OE Other Expenses	0	0	0
	3530 - Transportation - Regular Ed Total		0	0	0
	3998 - COVID-19	510304 - OS Paraprofessional Salaries	0	0	0
		520518 - SM Instructional Materials	0	0	0
	3998 - COVID-19 Total		0	0	0
302 - Ottoson Total			8,601,848	9,306,656	10,201,408
303 - Gibbs	3001 - School Leadership	510101 - PS Administration Sal & Wages	255,398	264,929	270,324
		510112 - PS Temp Salaries Professional	6,245	5,407	5,288
		510113 - PS Academic Teacher Leadership	0	0	0
		510114 - PS Administrative Stipend	0	3,538	3,461
		510117 - PS Longevity Admin	0	0	2,888
		510201 - CS Clerical Salaries	69,727	68,530	72,254
		510202 - CS Temporary Clerical Help	2,591	0	0
		510204 - CS Longevity Clerical	0	0	0
		510303 - OS Food Service Salaries	232	0	0
		510308 - OS Other Full Time Salaries	0	0	0
		510322 - OS Other Stipends	0	0	0
		510328 - OS Temporary Salary Wages Other	0	0	0
	3001 - School Leadership Total		334,193	342,404	354,215
	3005 - Secondary Education	510102 - PS Teacher Salaries	0	0	0
		510112 - PS Temp Salaries Professional	12,382	127	125
		510115 - PS Teacher Room Moving	3,985	4,028	3,940
		510304 - OS Paraprofessional Salaries	15,604	72,796	98,459
		510319 - OS Substitute Teachers	159,821	91,542	127,043
		510322 - OS Other Stipends	5,125	4,081	3,992



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
		510327 - OS Student Activity Support Stip	11,797	0	0
		510331 - OS Longevity Paraprofessionals	0	0	250
		520518 - SM Instructional Materials	8,096	65,521	64,075
		520523 - SM Office Supplies	6,356	3,316	3,243
		520525 - SM Repro Paper Toner Supplies	12,726	7,119	6,962
		520528 - SM Textbooks Books Periodicals	1,310	0	0
		520610 - OE Field Trips	0	0	0
		520615 - OE Instruction Equipment	0	0	0
	3005 - Secondary Education Total		237,202	248,530	308,089
	3100 - C&I Leadership	510112 - PS Temp Salaries Professional	0	0	0
	3100 - C&I Leadership Total		0	0	0
	3101 - Computer Science	510102 - PS Teacher Salaries	134,764	208,808	220,932
		510116 - PS Longevity/Teachers	0	0	1,324
		520518 - SM Instructional Materials	0	0	0
	3101 - Computer Science Total		134,764	208,808	222,256
	3102 - English/Language Arts	510102 - PS Teacher Salaries	436,950	457,757	464,018
		510116 - PS Longevity/Teachers	2,648	2,624	0
	3102 - English/Language Arts Total		439,598	460,381	464,018
	3103 - Digital Learning	510114 - PS Administrative Stipend	795	804	787
		520518 - SM Instructional Materials	1,499	1,522	1,489
	3103 - Digital Learning Total		2,294	2,326	2,276
	3104 - Family and Consumer Science	510102 - PS Teacher Salaries	41,810	69,124	74,327
		520514 - SM Food Supplies	0	0	0
		520518 - SM Instructional Materials	0	0	0
	3104 - Family and Consumer Science Total		41,810	69,124	74,327
	3108 - Reading Interventions	510102 - PS Teacher Salaries	275,590	284,363	304,542
		510116 - PS Longevity/Teachers	0	0	0



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
	3108 - Reading Interventions Total		275,590	284,363	304,542
	3109 - ELL	510102 - PS Teacher Salaries	0	0	0
	3109 - ELL Total		0	0	0
	3110 - Heath & Wellness	520518 - SM Instructional Materials	315	540	529
	3110 - Heath & Wellness Total		315	540	529
	3111 - Math	510102 - PS Teacher Salaries	459,398	540,384	487,294
		510116 - PS Longevity/Teachers	6,015	6,197	9,382
	3111 - Math Total		465,413	546,581	496,676
	3112 - Science	510102 - PS Teacher Salaries	448,958	467,853	490,844
		510116 - PS Longevity/Teachers	2,648	2,624	5,536
		520518 - SM Instructional Materials	0	0	0
	3112 - Science Total		451,606	470,477	496,380
	3114 - Math RTI	510102 - PS Teacher Salaries	62,450	66,052	99,725
		510304 - OS Paraprofessional Salaries	0	0	0
	3114 - Math RTI Total		62,450	66,052	99,725
	3115 - Social Studies	510102 - PS Teacher Salaries	400,970	427,356	453,981
		510116 - PS Longevity/Teachers	0	0	2,648
		520528 - SM Textbooks Books Periodicals	1,245	759	984
	3115 - Social Studies Total		402,215	428,115	457,613
	3116 - Library/Media	510102 - PS Teacher Salaries	37,842	50,089	51,561
		510304 - OS Paraprofessional Salaries	31,178	32,656	37,521
		520528 - SM Textbooks Books Periodicals	7,486	8,096	7,918
	3116 - Library/Media Total		76,506	90,841	97,000
	3117 - Music	510102 - PS Teacher Salaries	89,560	95,436	103,675
		510322 - OS Other Stipends	0	5,719	2,192
		510327 - OS Student Activity Support Stip	5,658	3,394	3,201
		520518 - SM Instructional Materials	1,720	2,827	2,719





<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
	3117 - Music Total		96,938	107,376	111,787
	3118 - World Languages	510102 - PS Teacher Salaries	316,635	334,030	327,317
		510116 - PS Longevity/Teachers	2,888	2,862	3,466
	3118 - World Languages Total		319,523	336,892	330,783
	3119 - Physical Education	510102 - PS Teacher Salaries	103,991	85,474	173,135
		510116 - PS Longevity/Teachers	2,888	2,862	2,888
	3119 - Physical Education Total		106,879	88,336	176,023
	3120 - Art	510102 - PS Teacher Salaries	87,831	96,879	99,725
		510116 - PS Longevity/Teachers	2,888	2,862	2,888
		520518 - SM Instructional Materials	4,206	4,606	3,403
	3120 - Art Total		94,924	104,347	106,016
	3122 - Professional Development	520508 - SM Educational Supplies	21,142	9,164	8,962
		520514 - SM Food Supplies	0	0	0
		520629 - OE Professional Affiliations	600	607	594
	3122 - Professional Development Total		21,742	9,771	9,556
	3201 - Health Services/Nursing	510102 - PS Teacher Salaries	0	0	0
		510308 - OS Other Full Time Salaries	83,950	85,474	87,985
	3201 - Health Services/Nursing Total		83,950	85,474	87,985
	3202 - Guidance	510102 - PS Teacher Salaries	122,490	129,667	165,178
		510113 - PS Academic Teacher Leadership	953	964	5,753
		510116 - PS Longevity/Teachers	3,127	3,099	0
	3202 - Guidance Total		126,570	133,730	170,931
	3300 - Special Ed Administration/Leadership	510304 - OS Paraprofessional Salaries	0	0	0
	3300 - Special Ed Administration/Leadership Total		0	0	0
	3301 - Special Education	510102 - PS Teacher Salaries	704,025	767,377	936,997
		510116 - PS Longevity/Teachers	0	0	0
		510304 - OS Paraprofessional Salaries	190,110	260,355	277,775



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
		510331 - OS Longevity Paraprofessionals	0	0	250
	3301 - Special Education Total		894,135	1,027,732	1,215,022
	3304 - Medical Services	510102 - PS Teacher Salaries	0	0	0
	3304 - Medical Services Total		0	0	0
	3305 - One to One Assistance	510304 - OS Paraprofessional Salaries	20,436	27,763	35,202
	3305 - One to One Assistance Total		20,436	27,763	35,202
	3308 - SpEd testing and assessment	510102 - PS Teacher Salaries	0	0	0
	3308 - SpEd testing and assessment Total		0	0	0
	3521 - Custodial Services	510301 - OS Custodial Salaries	1,793,076	1,990,641	2,106,150
		510315 - OS Custodial Absence/Vacation	0	0	0
		510317 - OS Custodial Clothing Allow	0	0	0
		510320 - OS Longevity Cust	0	0	0
		510323 - OS Out Of Classification Salary	0	0	0
		510324 - OS Overtime Peakload Requirement	0	0	0
		510325 - OS Permit	0	0	0
	3521 - Custodial Services Total		1,793,076	1,990,641	2,106,150
	3530 - Transportation - Regular Ed	520601 - OE Other Expenses	0	1,800	1,761
	3530 - Transportation - Regular Ed Total		0	1,800	1,761
	3998 - COVID-19	510112 - PS Temp Salaries Professional	0	0	0
		510304 - OS Paraprofessional Salaries	0	0	0
	3998 - COVID-19 Total		0	0	0
303 - Gibbs Total			6,482,129	7,132,404	7,728,862
310 - Bishop	3001 - School Leadership	510101 - PS Administration Sal & Wages	318,557	214,070	260,502
		510111 - PS Temp Salaries/Build Princ	150	152	121
		510112 - PS Temp Salaries Professional	0	0	0
		510114 - PS Administrative Stipend	6,000	3,791	6,031
		510201 - CS Clerical Salaries	65,772	66,726	72,254



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
		510204 - CS Longevity Clerical	0	0	0
		510303 - OS Food Service Salaries	0	0	0
		510304 - OS Paraprofessional Salaries	0	0	0
		520416 - CTR Professional Tech Services	0	900	0
		520508 - SM Educational Supplies	0	900	805
	3001 - School Leadership Total		390,479	286,539	339,713
	3003 - Kindergarten	510102 - PS Teacher Salaries	241,140	252,298	264,903
		510116 - PS Longevity/Teachers	3,377	3,099	5,775
		510304 - OS Paraprofessional Salaries	94,079	81,768	139,899
		510331 - OS Longevity Paraprofessionals	0	0	1,250
	3003 - Kindergarten Total		338,596	337,165	411,827
	3004 - Elementary Education	510102 - PS Teacher Salaries	1,365,910	1,408,364	1,413,614
		510112 - PS Temp Salaries Professional	7,669	1,228	9,167
		510115 - PS Teacher Room Moving	1,872	0	1,608
		510116 - PS Longevity/Teachers	27,667	27,653	21,652
		510202 - CS Temporary Clerical Help	918	0	0
		510304 - OS Paraprofessional Salaries	64,342	57,834	69,777
		510319 - OS Substitute Teachers	27,363	39,829	32,667
		510322 - OS Other Stipends	0	997	0
		520508 - SM Educational Supplies	0	0	0
		520518 - SM Instructional Materials	14,456	23,861	18,237
		520523 - SM Office Supplies	19,499	2,904	2,814
		520525 - SM Repro Paper Toner Supplies	7,176	4,998	6,433
		520528 - SM Textbooks Books Periodicals	0	0	0
		520606 - OE Computer Network Telecom	0	0	0
	3004 - Elementary Education Total		1,536,872	1,567,668	1,575,969
	3102 - English/Language Arts	520518 - SM Instructional Materials	738	746	730



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
	3102 - English/Language Arts Total		738	746	730
	3108 - Reading Interventions	510102 - PS Teacher Salaries	190,853	193,479	201,761
		510116 - PS Longevity/Teachers	2,888	2,862	1,444
	3108 - Reading Interventions Total		193,741	196,341	203,205
	3109 - ELL	510102 - PS Teacher Salaries	0	0	0
	3109 - ELL Total		0	0	0
	3110 - Heath & Wellness	520518 - SM Instructional Materials	362	540	529
	3110 - Heath & Wellness Total		362	540	529
	3111 - Math	520504 - SM Computer Software	8,204	8,292	8,110
	3111 - Math Total		8,204	8,292	8,110
	3112 - Science	520518 - SM Instructional Materials	5,997	6,119	5,984
	3112 - Science Total		5,997	6,119	5,984
	3114 - Math RTI	510102 - PS Teacher Salaries	47,865	48,737	100,337
		510304 - OS Paraprofessional Salaries	0	0	0
	3114 - Math RTI Total		47,865	48,737	100,337
	3116 - Library/Media	510102 - PS Teacher Salaries	29,784	0	0
		510304 - OS Paraprofessional Salaries	32,155	33,152	29,089
		510331 - OS Longevity Paraprofessionals	0	0	260
		520528 - SM Textbooks Books Periodicals	6,988	8,096	7,918
	3116 - Library/Media Total		68,927	41,248	37,267
	3117 - Music	510102 - PS Teacher Salaries	95,730	97,473	62,944
		510116 - PS Longevity/Teachers	0	0	0
		520518 - SM Instructional Materials	3,075	3,174	3,052
	3117 - Music Total		98,805	100,647	65,996
	3119 - Physical Education	510102 - PS Teacher Salaries	173,192	206,415	131,830
		510116 - PS Longevity/Teachers	0	0	2,648
		510304 - OS Paraprofessional Salaries	0	0	0



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
	3119 - Physical Education Total		173,192	206,415	134,478
	3120 - Art	510102 - PS Teacher Salaries	73,930	78,964	85,150
		510116 - PS Longevity/Teachers	0	0	0
		520518 - SM Instructional Materials	3,791	3,806	2,813
	3120 - Art Total		77,721	82,770	87,963
	3122 - Professional Development	520508 - SM Educational Supplies	549	900	805
	3122 - Professional Development Total		549	900	805
	3201 - Health Services/Nursing	510102 - PS Teacher Salaries	0	0	0
		510308 - OS Other Full Time Salaries	95,150	96,879	99,725
	3201 - Health Services/Nursing Total		95,150	96,879	99,725
	3300 - Special Ed Administration/Leadership	510304 - OS Paraprofessional Salaries	0	0	0
	3300 - Special Ed Administration/Leadership Total		0	0	0
	3301 - Special Education	510102 - PS Teacher Salaries	314,070	327,526	395,847
		510116 - PS Longevity/Teachers	2,648	2,624	0
		510304 - OS Paraprofessional Salaries	78,174	89,718	188,749
	3301 - Special Education Total		394,893	419,868	584,596
	3305 - One to One Assistance	510304 - OS Paraprofessional Salaries	73,084	79,290	103,928
		510331 - OS Longevity Paraprofessionals	0	0	250
	3305 - One to One Assistance Total		73,084	79,290	104,178
	3308 - SpEd testing and assessment	510102 - PS Teacher Salaries	0	0	0
	3308 - SpEd testing and assessment Total		0	0	0
	3521 - Custodial Services	510301 - OS Custodial Salaries	0	0	0
		510315 - OS Custodial Absence/Vacation	0	0	0
		510317 - OS Custodial Clothing Allow	0	0	0
		510323 - OS Out Of Classification Salary	0	0	0
		510324 - OS Overtime Peakload Requirement	0	0	0
		510325 - OS Permit	0	0	0



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
	3521 - Custodial Services Total		0	0	0
310 - Bishop Total			3,505,174	3,480,164	3,761,412
311 - Brackett	3001 - School Leadership	510101 - PS Administration Sal & Wages	285,441	266,054	257,531
		510112 - PS Temp Salaries Professional	1,800	1,800	1,761
		510114 - PS Administrative Stipend	0	3,791	3,708
		510117 - PS Longevity Admin	0	0	0
		510201 - CS Clerical Salaries	69,426	70,333	58,700
		510204 - CS Longevity Clerical	1,848	1,832	0
		520416 - CTR Professional Tech Services	0	0	0
	3001 - School Leadership Total		358,515	343,810	321,700
	3003 - Kindergarten	510102 - PS Teacher Salaries	365,980	376,276	300,399
		510116 - PS Longevity/Teachers	8,903	9,060	9,143
		510304 - OS Paraprofessional Salaries	88,540	98,891	100,636
		510331 - OS Longevity Paraprofessionals	0	0	0
	3003 - Kindergarten Total		463,423	484,227	410,178
	3004 - Elementary Education	510102 - PS Teacher Salaries	1,520,994	1,624,113	1,662,302
		510112 - PS Temp Salaries Professional	0	0	0
		510115 - PS Teacher Room Moving	0	676	662
		510116 - PS Longevity/Teachers	20,954	20,763	20,933
		510202 - CS Temporary Clerical Help	9,435	0	0
		510304 - OS Paraprofessional Salaries	129,344	264,399	214,939
		510319 - OS Substitute Teachers	116,628	39,111	38,248
		510322 - OS Other Stipends	0	1,213	1,186
		510331 - OS Longevity Paraprofessionals	0	0	1,000
		520518 - SM Instructional Materials	23,464	29,993	29,332
		520523 - SM Office Supplies	2,927	3,049	2,982
		520525 - SM Repro Paper Toner Supplies	5,745	4,623	4,521



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
		520528 - SM Textbooks Books Periodicals	906	916	896
		520606 - OE Computer Network Telecom	0	0	0
	3004 - Elementary Education Total		1,830,396	1,988,856	1,977,001
	3102 - English/Language Arts	520518 - SM Instructional Materials	859	869	850
	3102 - English/Language Arts Total		859	869	850
	3108 - Reading Interventions	510102 - PS Teacher Salaries	185,380	188,525	196,646
		510116 - PS Longevity/Teachers	0	0	0
	3108 - Reading Interventions Total		185,380	188,525	196,646
	3109 - ELL	510102 - PS Teacher Salaries	0	0	103,122
	3109 - ELL Total		0	0	103,122
	3110 - Heath & Wellness	520518 - SM Instructional Materials	312	540	529
	3110 - Heath & Wellness Total		312	540	529
	3111 - Math	520504 - SM Computer Software	8,184	8,272	8,089
	3111 - Math Total		8,184	8,272	8,089
	3112 - Science	520518 - SM Instructional Materials	661	3,509	3,432
	3112 - Science Total		661	3,509	3,432
	3114 - Math RTI	510102 - PS Teacher Salaries	0	0	0
	3114 - Math RTI Total		0	0	0
	3116 - Library/Media	510102 - PS Teacher Salaries	51,299	0	0
		510304 - OS Paraprofessional Salaries	30,481	31,746	35,202
		510331 - OS Longevity Paraprofessionals	0	0	650
		520528 - SM Textbooks Books Periodicals	7,001	8,096	7,918
	3116 - Library/Media Total		88,781	39,842	43,770
	3117 - Music	510102 - PS Teacher Salaries	85,940	91,835	100,337
		510116 - PS Longevity/Teachers	0	0	0
		520518 - SM Instructional Materials	8,524	3,798	3,653
	3117 - Music Total		94,464	95,633	103,990





<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
	3119 - Physical Education	510102 - PS Teacher Salaries	169,080	175,842	184,875
		510116 - PS Longevity/Teachers	3,127	3,099	3,127
		510322 - OS Other Stipends	0	0	0
	3119 - Physical Education Total		172,207	178,941	188,002
	3120 - Art	510102 - PS Teacher Salaries	76,584	77,979	100,337
		510116 - PS Longevity/Teachers	2,888	2,862	2,888
		520518 - SM Instructional Materials	4,463	4,562	3,371
	3120 - Art Total		83,935	85,403	106,596
	3122 - Professional Development	510330 - OS Workshops Stipends/Green Slip	2,807	630	617
		520508 - SM Educational Supplies	11,418	1,800	1,761
	3122 - Professional Development Total		14,225	2,430	2,378
	3201 - Health Services/Nursing	510102 - PS Teacher Salaries	0	0	0
		510116 - PS Longevity/Teachers	0	0	0
		510308 - OS Other Full Time Salaries	78,007	77,041	90,076
	3201 - Health Services/Nursing Total		78,007	77,041	90,076
	3300 - Special Ed Administration/Leadership	510101 - PS Administration Sal & Wages	0	0	0
		510304 - OS Paraprofessional Salaries	0	0	0
	3300 - Special Ed Administration/Leadership Total		0	0	0
	3301 - Special Education	510102 - PS Teacher Salaries	531,219	453,215	558,806
		510116 - PS Longevity/Teachers	0	0	0
		510304 - OS Paraprofessional Salaries	925	0	100,636
	3301 - Special Education Total		532,144	453,215	659,442
	3305 - One to One Assistance	510304 - OS Paraprofessional Salaries	115,521	121,773	137,137
		510331 - OS Longevity Paraprofessionals	0	0	650
	3305 - One to One Assistance Total		115,521	121,773	137,787
	3521 - Custodial Services	510301 - OS Custodial Salaries	0	0	0
		510312 - OS Call Back	0	0	0



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
		510315 - OS Custodial Absence/Vacation	0	0	0
		510317 - OS Custodial Clothing Allow	0	0	0
		510323 - OS Out Of Classification Salary	0	0	0
		510325 - OS Permit	0	0	0
	3521 - Custodial Services Total		0	0	0
	3998 - COVID-19	510112 - PS Temp Salaries Professional	0	0	0
	3998 - COVID-19 Total		0	0	0
311 - Brackett Total			4,027,014	4,072,886	4,353,588
312 - Dallin	3001 - School Leadership	510101 - PS Administration Sal & Wages	247,540	256,833	271,724
		510112 - PS Temp Salaries Professional	9,080	6,297	6,159
		510114 - PS Administrative Stipend	0	3,791	3,708
		510201 - CS Clerical Salaries	69,426	70,333	72,254
		510203 - CS Skills Stipend	0	0	0
		510204 - CS Longevity Clerical	1,848	1,832	1,848
		510304 - OS Paraprofessional Salaries	0	0	0
		520416 - CTR Professional Tech Services	0	1,397	1,367
		520603 - OE Business Travel	0	0	0
	3001 - School Leadership Total		327,894	340,483	357,060
	3003 - Kindergarten	510102 - PS Teacher Salaries	225,470	235,720	248,991
		510116 - PS Longevity/Teachers	2,888	2,862	2,888
		510304 - OS Paraprofessional Salaries	79,763	88,327	115,887
		510331 - OS Longevity Paraprofessionals	0	0	184
	3003 - Kindergarten Total		308,121	326,909	367,950
	3004 - Elementary Education	510102 - PS Teacher Salaries	1,362,639	1,444,918	1,468,421
		510115 - PS Teacher Room Moving	1,103	1,115	1,091
		510116 - PS Longevity/Teachers	16,847	16,694	16,607
		510202 - CS Temporary Clerical Help	836	0	0



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
		510304 - OS Paraprofessional Salaries	39,595	78,035	68,586
		510319 - OS Substitute Teachers	41,824	43,512	42,552
		510322 - OS Other Stipends	0	1,213	1,186
		520416 - CTR Professional Tech Services	0	0	0
		520518 - SM Instructional Materials	14,597	10,902	10,662
		520523 - SM Office Supplies	29,174	3,486	3,410
		520525 - SM Repro Paper Toner Supplies	6,930	4,354	4,258
		520528 - SM Textbooks Books Periodicals	243	1,440	1,409
		520610 - OE Field Trips	90	0	0
	3004 - Elementary Education Total		1,513,879	1,605,669	1,618,182
	3102 - English/Language Arts	520518 - SM Instructional Materials	738	746	730
	3102 - English/Language Arts Total		738	746	730
	3108 - Reading Interventions	510102 - PS Teacher Salaries	196,500	200,356	206,244
		510116 - PS Longevity/Teachers	5,536	5,486	5,536
	3108 - Reading Interventions Total		202,036	205,842	211,780
	3109 - ELL	510102 - PS Teacher Salaries	0	0	86,935
	3109 - ELL Total		0	0	86,935
	3110 - Heath & Wellness	520518 - SM Instructional Materials	526	540	529
	3110 - Heath & Wellness Total		526	540	529
	3111 - Math	520504 - SM Computer Software	8,540	8,632	8,442
	3111 - Math Total		8,540	8,632	8,442
	3112 - Science	520518 - SM Instructional Materials	1,187	1,710	1,673
	3112 - Science Total		1,187	1,710	1,673
	3114 - Math RTI	510102 - PS Teacher Salaries	0	0	0
		510304 - OS Paraprofessional Salaries	29,843	31,102	0
	3114 - Math RTI Total		29,843	31,102	0
	3116 - Library/Media	510102 - PS Teacher Salaries	52,988	0	0



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
		510304 - OS Paraprofessional Salaries	31,678	33,152	37,521
		510331 - OS Longevity Paraprofessionals	0	0	500
		520528 - SM Textbooks Books Periodicals	6,525	8,096	7,918
	3116 - Library/Media Total		91,191	41,248	45,939
	3117 - Music	510102 - PS Teacher Salaries	56,420	59,909	64,209
		520518 - SM Instructional Materials	4,017	3,515	3,380
	3117 - Music Total		60,437	63,424	67,589
	3119 - Physical Education	510102 - PS Teacher Salaries	161,100	172,156	181,009
		510116 - PS Longevity/Teachers	0	0	0
	3119 - Physical Education Total		161,100	172,156	181,009
	3120 - Art	510102 - PS Teacher Salaries	65,672	70,654	95,105
		520518 - SM Instructional Materials	4,154	4,220	3,118
	3120 - Art Total		69,826	74,874	98,223
	3122 - Professional Development	510330 - OS Workshops Stipends/Green Slip	4,679	3,149	3,080
		520508 - SM Educational Supplies	1,250	2,902	2,838
		520514 - SM Food Supplies	659	676	662
		520528 - SM Textbooks Books Periodicals	0	0	0
		520629 - OE Professional Affiliations	0	136	134
	3122 - Professional Development Total		6,589	6,863	6,714
	3201 - Health Services/Nursing	510102 - PS Teacher Salaries	0	0	0
		510308 - OS Other Full Time Salaries	90,190	96,879	99,725
	3201 - Health Services/Nursing Total		90,190	96,879	99,725
	3202 - Guidance	510102 - PS Teacher Salaries	0	0	0
	3202 - Guidance Total		0	0	0
	3301 - Special Education	510102 - PS Teacher Salaries	567,350	581,733	877,295
		510116 - PS Longevity/Teachers	2,648	2,624	2,648
		510304 - OS Paraprofessional Salaries	99,305	145,596	393,300



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
		510331 - OS Longevity Paraprofessionals	0	0	250
	3301 - Special Education Total		669,303	729,953	1,273,493
	3304 - Medical Services	510102 - PS Teacher Salaries	0	0	0
	3304 - Medical Services Total		0	0	0
	3305 - One to One Assistance	510304 - OS Paraprofessional Salaries	0	0	0
	3305 - One to One Assistance Total		0	0	0
	3308 - SpEd testing and assessment	510102 - PS Teacher Salaries	0	0	0
	3308 - SpEd testing and assessment Total		0	0	0
	3521 - Custodial Services	510301 - OS Custodial Salaries	0	0	0
		510312 - OS Call Back	0	0	0
		510315 - OS Custodial Absence/Vacation	0	0	0
		510317 - OS Custodial Clothing Allow	0	0	0
		510320 - OS Longevity Cust	0	0	0
		510323 - OS Out Of Classification Salary	0	0	0
		510324 - OS Overtime Peakload Requirement	0	0	0
		510325 - OS Permit	0	0	0
		520416 - CTR Professional Tech Services	0	0	0
		520507 - SM Custodial Supplies Cleaning	0	0	0
	3521 - Custodial Services Total		0	0	0
312 - Dallin Total			3,541,400	3,707,030	4,425,973
313 - Hardy	3001 - School Leadership	510101 - PS Administration Sal & Wages	251,770	255,758	278,347
		510112 - PS Temp Salaries Professional	0	0	0
		510114 - PS Administrative Stipend	0	3,791	3,708
		510117 - PS Longevity Admin	2,888	2,862	2,888
		510201 - CS Clerical Salaries	66,304	68,530	72,254
		510204 - CS Longevity Clerical	0	0	672
		510304 - OS Paraprofessional Salaries	0	0	0



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
		510328 - OS Temporary Salary Wages Other	81	0	0
		520416 - CTR Professional Tech Services	167	0	0
	3001 - School Leadership Total		321,210	330,941	357,869
	3003 - Kindergarten	510102 - PS Teacher Salaries	334,198	349,057	369,158
		510116 - PS Longevity/Teachers	5,536	5,486	5,536
		510304 - OS Paraprofessional Salaries	137,556	116,034	104,697
		510331 - OS Longevity Paraprofessionals	0	0	650
	3003 - Kindergarten Total		477,290	470,577	480,041
	3004 - Elementary Education	510102 - PS Teacher Salaries	1,274,930	1,329,689	1,408,934
		510115 - PS Teacher Room Moving	5,423	1,226	1,200
		510116 - PS Longevity/Teachers	17,805	17,643	17,805
		510202 - CS Temporary Clerical Help	9,960	0	0
		510304 - OS Paraprofessional Salaries	6,680	10,638	70,546
		510319 - OS Substitute Teachers	44,563	41,850	40,927
		510322 - OS Other Stipends	738	1,213	1,186
		520505 - SM Computer Supplies	0	0	0
		520518 - SM Instructional Materials	14,873	14,206	13,893
		520523 - SM Office Supplies	15,196	7,519	7,353
		520525 - SM Repro Paper Toner Supplies	11,594	8,345	8,161
		520526 - SM Reproduction/Printing	0	0	0
		520528 - SM Textbooks Books Periodicals	0	2,699	2,640
	3004 - Elementary Education Total		1,401,762	1,435,028	1,572,645
	3102 - English/Language Arts	520518 - SM Instructional Materials	981	992	971
	3102 - English/Language Arts Total		981	992	971
	3108 - Reading Interventions	510102 - PS Teacher Salaries	204,513	204,349	210,355
		510116 - PS Longevity/Teachers	2,648	2,624	2,648
		510304 - OS Paraprofessional Salaries	0	0	0



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
	3108 - Reading Interventions Total		207,161	206,973	213,003
	3109 - ELL	510102 - PS Teacher Salaries	0	0	172,074
	3109 - ELL Total		0	0	172,074
	3110 - Heath & Wellness	520518 - SM Instructional Materials	528	540	529
	3110 - Heath & Wellness Total		528	540	529
	3111 - Math	510102 - PS Teacher Salaries	0	0	0
		520504 - SM Computer Software	9,449	9,551	9,341
	3111 - Math Total		9,449	9,551	9,341
	3112 - Science	520518 - SM Instructional Materials	4,453	5,128	5,015
	3112 - Science Total		4,453	5,128	5,015
	3114 - Math RTI	510102 - PS Teacher Salaries	262,010	269,856	280,948
		510116 - PS Longevity/Teachers	0	0	2,888
	3114 - Math RTI Total		262,010	269,856	283,836
	3115 - Social Studies	510102 - PS Teacher Salaries	0	0	0
	3115 - Social Studies Total		0	0	0
	3116 - Library/Media	510102 - PS Teacher Salaries	49,493	0	0
		510304 - OS Paraprofessional Salaries	27,950	31,812	21,752
		520528 - SM Textbooks Books Periodicals	6,868	8,096	7,918
	3116 - Library/Media Total		84,311	39,908	29,670
	3117 - Music	510102 - PS Teacher Salaries	85,940	91,835	99,725
		520518 - SM Instructional Materials	3,590	3,418	3,287
	3117 - Music Total		89,530	95,253	103,012
	3119 - Physical Education	510102 - PS Teacher Salaries	145,782	152,780	162,012
		510116 - PS Longevity/Teachers	2,310	2,290	2,311
	3119 - Physical Education Total		148,093	155,070	164,323
	3120 - Art	510102 - PS Teacher Salaries	112,091	117,842	103,122
		510116 - PS Longevity/Teachers	2,888	2,862	2,888





<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
		520518 - SM Instructional Materials	3,982	4,103	3,032
	3120 - Art Total		118,961	124,807	109,042
	3122 - Professional Development	520508 - SM Educational Supplies	647	2,699	2,640
		520629 - OE Professional Affiliations	350	0	0
	3122 - Professional Development Total		997	2,699	2,640
	3201 - Health Services/Nursing	510102 - PS Teacher Salaries	0	0	0
		510308 - OS Other Full Time Salaries	97,310	174,567	166,474
	3201 - Health Services/Nursing Total		97,310	174,567	166,474
	3202 - Guidance	510102 - PS Teacher Salaries	0	0	0
	3202 - Guidance Total		0	0	0
	3301 - Special Education	510102 - PS Teacher Salaries	927,120	1,032,958	738,260
		510116 - PS Longevity/Teachers	2,888	2,862	6,255
		510304 - OS Paraprofessional Salaries	170,891	232,220	446,352
	3301 - Special Education Total		1,100,899	1,268,040	1,190,867
	3304 - Medical Services	510102 - PS Teacher Salaries	0	0	0
	3304 - Medical Services Total		0	0	0
	3305 - One to One Assistance	510304 - OS Paraprofessional Salaries	0	0	67,048
	3305 - One to One Assistance Total		0	0	67,048
	3308 - SpEd testing and assessment	510102 - PS Teacher Salaries	0	0	0
	3308 - SpEd testing and assessment Total		0	0	0
	3520 - Facilities Maintenance	520417 - CTR Roof Repairs	0	0	0
	3520 - Facilities Maintenance Total		0	0	0
	3521 - Custodial Services	510301 - OS Custodial Salaries	0	0	0
		510312 - OS Call Back	0	0	0
		510315 - OS Custodial Absence/Vacation	0	0	0
		510317 - OS Custodial Clothing Allow	0	0	0
		510320 - OS Longevity Cust	0	0	0



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
		510323 - OS Out Of Classification Salary	0	0	0
		510324 - OS Overtime Peakload Requirement	0	0	0
		510325 - OS Permit	0	0	0
	3521 - Custodial Services Total		0	0	0
	3998 - COVID-19	510304 - OS Paraprofessional Salaries	0	0	0
		510319 - OS Substitute Teachers	0	0	0
	3998 - COVID-19 Total		0	0	0
313 - Hardy Total			4,324,944	4,589,930	4,928,400
314 - Peirce	3001 - School Leadership	510101 - PS Administration Sal & Wages	238,605	250,498	264,902
		510114 - PS Administrative Stipend	0	3,791	3,708
		510201 - CS Clerical Salaries	60,291	61,316	66,612
		510204 - CS Longevity Clerical	0	0	0
		510303 - OS Food Service Salaries	0	0	0
		510322 - OS Other Stipends	0	0	0
		520416 - CTR Professional Tech Services	60	0	0
	3001 - School Leadership Total		298,956	315,605	335,222
	3003 - Kindergarten	510102 - PS Teacher Salaries	250,350	257,341	199,450
		510116 - PS Longevity/Teachers	5,536	5,486	5,536
		510304 - OS Paraprofessional Salaries	96,302	107,723	70,404
		510331 - OS Longevity Paraprofessionals	0	0	250
	3003 - Kindergarten Total		352,188	370,550	275,640
	3004 - Elementary Education	510102 - PS Teacher Salaries	1,266,009	1,312,557	1,323,254
		510112 - PS Temp Salaries Professional	0	0	0
		510115 - PS Teacher Room Moving	1,342	676	662
		510116 - PS Longevity/Teachers	13,959	13,832	14,199
		510202 - CS Temporary Clerical Help	2,059	0	0
		510304 - OS Paraprofessional Salaries	58,538	62,314	35,202



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
		510319 - OS Substitute Teachers	24,128	33,498	32,759
		510322 - OS Other Stipends	0	1,213	1,186
		510328 - OS Temporary Salary Wages Other	2,727	270	264
		520518 - SM Instructional Materials	20,733	18,723	18,310
		520523 - SM Office Supplies	3,886	3,599	3,520
		520525 - SM Repro Paper Toner Supplies	7,759	5,847	5,718
		520528 - SM Textbooks Books Periodicals	415	5,498	5,377
	3004 - Elementary Education Total		1,401,554	1,458,027	1,440,451
	3102 - English/Language Arts	520518 - SM Instructional Materials	738	746	730
	3102 - English/Language Arts Total		738	746	730
	3108 - Reading Interventions	510102 - PS Teacher Salaries	76,212	78,964	103,122
	3108 - Reading Interventions Total		76,212	78,964	103,122
	3109 - ELL	510102 - PS Teacher Salaries	23,731	69,362	263,272
		510116 - PS Longevity/Teachers	0	0	2,888
	3109 - ELL Total		23,731	69,362	266,160
	3110 - Heath & Wellness	520518 - SM Instructional Materials	77	540	529
	3110 - Heath & Wellness Total		77	540	529
	3111 - Math	520504 - SM Computer Software	6,738	6,810	6,660
	3111 - Math Total		6,738	6,810	6,660
	3112 - Science	520518 - SM Instructional Materials	3,131	4,228	4,135
	3112 - Science Total		3,131	4,228	4,135
	3114 - Math RTI	510102 - PS Teacher Salaries	0	56,796	0
		510116 - PS Longevity/Teachers	0	0	2,648
		510304 - OS Paraprofessional Salaries	0	0	0
	3114 - Math RTI Total		0	56,796	2,648
	3116 - Library/Media	510102 - PS Teacher Salaries	36,699	69,362	0
		510304 - OS Paraprofessional Salaries	28,808	0	0



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
		520528 - SM Textbooks Books Periodicals	6,987	8,096	7,918
	3116 - Library/Media Total		72,495	77,458	7,918
	3117 - Music	510102 - PS Teacher Salaries	60,050	63,585	67,993
		520518 - SM Instructional Materials	6,868	2,608	2,509
	3117 - Music Total		66,918	66,193	70,502
	3119 - Physical Education	510102 - PS Teacher Salaries	126,600	130,132	135,227
		510116 - PS Longevity/Teachers	2,888	2,862	2,888
		510304 - OS Paraprofessional Salaries	0	0	0
	3119 - Physical Education Total		129,488	132,994	138,115
	3120 - Art	510102 - PS Teacher Salaries	87,036	91,700	77,489
		510116 - PS Longevity/Teachers	250	248	0
		520518 - SM Instructional Materials	2,702	3,132	2,314
	3120 - Art Total		89,988	95,080	79,803
	3122 - Professional Development	510330 - OS Workshops Stipends/Green Slip	5,615	900	881
		520508 - SM Educational Supplies	950	2,063	2,019
		520629 - OE Professional Affiliations	150	0	0
	3122 - Professional Development Total		6,715	2,963	2,900
	3201 - Health Services/Nursing	510102 - PS Teacher Salaries	0	0	0
		510308 - OS Other Full Time Salaries	90,190	96,879	99,725
	3201 - Health Services/Nursing Total		90,190	96,879	99,725
	3202 - Guidance	510102 - PS Teacher Salaries	0	0	0
	3202 - Guidance Total		0	0	0
	3300 - Special Ed Administration/Leadership	510304 - OS Paraprofessional Salaries	0	0	37,521
	3300 - Special Ed Administration/Leadership Total		0	0	37,521
	3301 - Special Education	510102 - PS Teacher Salaries	291,478	378,883	532,380
		510116 - PS Longevity/Teachers	2,648	2,624	3,972
		510304 - OS Paraprofessional Salaries	45,543	51,775	213,734



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
		510319 - OS Substitute Teachers	0	0	0
		510331 - OS Longevity Paraprofessionals	0	0	500
	3301 - Special Education Total		339,669	433,282	750,586
	3304 - Medical Services	510102 - PS Teacher Salaries	0	0	0
	3304 - Medical Services Total		0	0	0
	3305 - One to One Assistance	510304 - OS Paraprofessional Salaries	35,670	52,485	68,726
	3305 - One to One Assistance Total		35,670	52,485	68,726
	3308 - SpEd testing and assessment	510102 - PS Teacher Salaries	0	0	0
	3308 - SpEd testing and assessment Total		0	0	0
	3521 - Custodial Services	510301 - OS Custodial Salaries	0	0	0
		510312 - OS Call Back	0	0	0
		510315 - OS Custodial Absence/Vacation	0	0	0
		510317 - OS Custodial Clothing Allow	0	0	0
		510320 - OS Longevity Cust	0	0	0
		510323 - OS Out Of Classification Salary	0	0	0
		510324 - OS Overtime Peakload Requirement	0	0	0
		510325 - OS Permit	0	0	0
	3521 - Custodial Services Total		0	0	0
	3998 - COVID-19	510304 - OS Paraprofessional Salaries	0	0	0
	3998 - COVID-19 Total		0	0	0
314 - Peirce Total			2,994,457	3,318,962	3,691,093
315 - Stratton	3001 - School Leadership	510101 - PS Administration Sal & Wages	271,126	258,792	275,412
		510112 - PS Temp Salaries Professional	1,388	0	0
		510114 - PS Administrative Stipend	0	3,791	3,708
		510201 - CS Clerical Salaries	67,599	68,530	72,254
		510202 - CS Temporary Clerical Help	5,162	0	0
		510204 - CS Longevity Clerical	0	0	0



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
		510303 - OS Food Service Salaries	0	0	0
		510322 - OS Other Stipends	0	551	539
		520416 - CTR Professional Tech Services	0	2,414	2,361
		520523 - SM Office Supplies	0	0	0
	3001 - School Leadership Total		345,274	334,078	354,274
	3003 - Kindergarten	510102 - PS Teacher Salaries	201,159	219,629	237,241
		510116 - PS Longevity/Teachers	0	0	0
		510304 - OS Paraprofessional Salaries	65,820	73,714	67,048
	3003 - Kindergarten Total		266,979	293,343	304,289
	3004 - Elementary Education	510102 - PS Teacher Salaries	1,544,610	1,613,962	1,600,825
		510112 - PS Temp Salaries Professional	0	0	0
		510115 - PS Teacher Room Moving	6,707	0	0
		510116 - PS Longevity/Teachers	18,044	17,880	20,213
		510304 - OS Paraprofessional Salaries	49,508	58,055	139,899
		510319 - OS Substitute Teachers	115,340	40,031	39,148
		510322 - OS Other Stipends	0	1,213	1,186
		520508 - SM Educational Supplies	426	0	0
		520518 - SM Instructional Materials	23,366	25,032	24,480
		520523 - SM Office Supplies	1,198	770	753
		520525 - SM Repro Paper Toner Supplies	8,979	7,897	7,723
		520528 - SM Textbooks Books Periodicals	0	550	539
	3004 - Elementary Education Total		1,768,178	1,765,390	1,834,766
	3102 - English/Language Arts	520518 - SM Instructional Materials	859	869	850
	3102 - English/Language Arts Total		859	869	850
	3108 - Reading Interventions	510102 - PS Teacher Salaries	154,085	163,535	172,085
		510304 - OS Paraprofessional Salaries	0	0	0
	3108 - Reading Interventions Total		154,085	163,535	172,085



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
	3109 - ELL	510102 - PS Teacher Salaries	0	0	174,052
	3109 - ELL Total		0	0	174,052
	3110 - Heath & Wellness	520518 - SM Instructional Materials	0	540	529
	3110 - Heath & Wellness Total		0	540	529
	3111 - Math	520504 - SM Computer Software	10,189	10,299	10,072
	3111 - Math Total		10,189	10,299	10,072
	3112 - Science	520518 - SM Instructional Materials	2,830	3,419	3,344
	3112 - Science Total		2,830	3,419	3,344
	3114 - Math RTI	510102 - PS Teacher Salaries	0	69,362	99,725
		510116 - PS Longevity/Teachers	0	0	3,127
		510304 - OS Paraprofessional Salaries	0	0	0
	3114 - Math RTI Total		0	69,362	102,852
	3116 - Library/Media	510102 - PS Teacher Salaries	19,983	0	0
		510304 - OS Paraprofessional Salaries	28,088	0	14,081
		520528 - SM Textbooks Books Periodicals	6,468	8,096	7,918
	3116 - Library/Media Total		54,539	8,096	21,999
	3117 - Music	510102 - PS Teacher Salaries	67,890	72,206	77,489
		510116 - PS Longevity/Teachers	0	0	0
		520518 - SM Instructional Materials	2,408	3,717	3,575
	3117 - Music Total		70,297	75,923	81,064
	3119 - Physical Education	510102 - PS Teacher Salaries	164,530	170,600	181,621
	3119 - Physical Education Total		164,530	170,600	181,621
	3120 - Art	510102 - PS Teacher Salaries	56,420	59,909	64,209
		510116 - PS Longevity/Teachers	2,888	2,862	0
		520518 - SM Instructional Materials	3,899	4,463	3,298
	3120 - Art Total		63,207	67,234	67,507
	3122 - Professional Development	510330 - OS Workshops Stipends/Green Slip	5,172	221	216





<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
		520508 - SM Educational Supplies	2,132	5,595	5,472
	3122 - Professional Development Total		7,304	5,816	5,688
	3201 - Health Services/Nursing	510102 - PS Teacher Salaries	0	0	0
		510308 - OS Other Full Time Salaries	174,050	100,178	189,210
	3201 - Health Services/Nursing Total		174,050	100,178	189,210
	3300 - Special Ed Administration/Leadership	510304 - OS Paraprofessional Salaries	0	0	0
	3300 - Special Ed Administration/Leadership Total		0	0	0
	3301 - Special Education	510102 - PS Teacher Salaries	678,356	717,201	986,375
		510116 - PS Longevity/Teachers	3,148	3,120	2,648
		510304 - OS Paraprofessional Salaries	147,687	177,368	671,834
		510331 - OS Longevity Paraprofessionals	0	0	1,900
	3301 - Special Education Total		829,192	897,689	1,662,757
	3304 - Medical Services	510102 - PS Teacher Salaries	0	0	0
	3304 - Medical Services Total		0	0	0
	3305 - One to One Assistance	510304 - OS Paraprofessional Salaries	41,862	26,243	68,585
	3305 - One to One Assistance Total		41,862	26,243	68,585
	3521 - Custodial Services	510301 - OS Custodial Salaries	0	0	0
		510312 - OS Call Back	0	0	0
		510315 - OS Custodial Absence/Vacation	0	0	0
		510317 - OS Custodial Clothing Allow	0	0	0
		510320 - OS Longevity Cust	0	0	0
		510323 - OS Out Of Classification Salary	0	0	0
		510324 - OS Overtime Peakload Requirement	0	0	0
		510325 - OS Permit	0	0	0
	3521 - Custodial Services Total		0	0	0
315 - Stratton Total			3,953,377	3,992,614	5,235,544
316 - Thompson	3001 - School Leadership	510101 - PS Administration Sal & Wages	250,790	258,490	278,931



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
		510112 - PS Temp Salaries Professional	0	0	0
		510114 - PS Administrative Stipend	0	3,791	3,708
		510117 - PS Longevity Admin	2,648	2,624	2,648
		510201 - CS Clerical Salaries	69,945	70,333	72,254
		510203 - CS Skills Stipend	0	0	0
		510204 - CS Longevity Clerical	1,512	1,499	1,512
		510303 - OS Food Service Salaries	0	0	0
		520416 - CTR Professional Tech Services	3,833	2,699	2,640
	3001 - School Leadership Total		328,728	339,436	361,693
	3003 - Kindergarten	510102 - PS Teacher Salaries	309,750	320,312	417,414
		510116 - PS Longevity/Teachers	5,536	5,486	5,536
		510304 - OS Paraprofessional Salaries	110,856	108,219	104,697
		510331 - OS Longevity Paraprofessionals	0	0	650
	3003 - Kindergarten Total		426,142	434,017	528,297
	3004 - Elementary Education	510102 - PS Teacher Salaries	1,509,174	1,624,118	1,620,327
		510115 - PS Teacher Room Moving	3,589	0	0
		510116 - PS Longevity/Teachers	21,193	21,000	23,581
		510202 - CS Temporary Clerical Help	3,350	0	0
		510304 - OS Paraprofessional Salaries	93,919	118,634	137,857
		510319 - OS Substitute Teachers	138,829	46,197	45,178
		510322 - OS Other Stipends	0	1,213	1,186
		510331 - OS Longevity Paraprofessionals	0	0	250
		520508 - SM Educational Supplies	3,250	1,800	1,761
		520518 - SM Instructional Materials	19,823	23,388	22,872
		520523 - SM Office Supplies	944	5,518	5,396
		520525 - SM Repro Paper Toner Supplies	12,460	8,996	8,798
		520528 - SM Textbooks Books Periodicals	0	900	881



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
		520605 - OE Computer Equipment Hardware	1,399	0	0
	3004 - Elementary Education Total		1,807,929	1,851,764	1,868,087
	3102 - English/Language Arts	520518 - SM Instructional Materials	1,103	1,115	1,091
	3102 - English/Language Arts Total		1,103	1,115	1,091
	3108 - Reading Interventions	510102 - PS Teacher Salaries	232,460	239,951	252,235
		510116 - PS Longevity/Teachers	3,972	3,936	3,972
	3108 - Reading Interventions Total		236,432	243,887	256,207
	3109 - ELL	510102 - PS Teacher Salaries	0	0	190,057
		510116 - PS Longevity/Teachers	0	0	2,648
	3109 - ELL Total		0	0	192,705
	3110 - Heath & Wellness	520518 - SM Instructional Materials	0	540	529
	3110 - Heath & Wellness Total		0	540	529
	3111 - Math	520504 - SM Computer Software	10,896	11,013	10,770
	3111 - Math Total		10,896	11,013	10,770
	3112 - Science	520518 - SM Instructional Materials	2,900	3,597	3,518
	3112 - Science Total		2,900	3,597	3,518
	3114 - Math RTI	510102 - PS Teacher Salaries	85,940	91,835	99,725
	3114 - Math RTI Total		85,940	91,835	99,725
	3116 - Library/Media	510102 - PS Teacher Salaries	82,128	0	0
		510112 - PS Temp Salaries Professional	0	0	0
		510304 - OS Paraprofessional Salaries	31,178	32,656	35,202
		520528 - SM Textbooks Books Periodicals	6,532	8,096	7,918
	3116 - Library/Media Total		119,838	40,752	43,120
	3117 - Music	510102 - PS Teacher Salaries	81,240	85,523	94,534
		520518 - SM Instructional Materials	2,645	4,114	3,956
	3117 - Music Total		83,885	89,637	98,490
	3119 - Physical Education	510102 - PS Teacher Salaries	149,243	162,316	170,227



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
		510116 - PS Longevity/Teachers	0	0	2,648
		510304 - OS Paraprofessional Salaries	0	0	0
	3119 - Physical Education Total		149,243	162,316	172,875
	3120 - Art	510102 - PS Teacher Salaries	95,150	96,879	99,725
		510116 - PS Longevity/Teachers	0	0	2,888
		520518 - SM Instructional Materials	4,729	4,940	3,650
	3120 - Art Total		99,880	101,819	106,263
	3122 - Professional Development	510330 - OS Workshops Stipends/Green Slip	4,720	0	0
		520508 - SM Educational Supplies	150	5,398	5,279
		520629 - OE Professional Affiliations	0	990	969
	3122 - Professional Development Total		4,870	6,388	6,248
	3201 - Health Services/Nursing	510102 - PS Teacher Salaries	0	0	0
		510116 - PS Longevity/Teachers	1,589	2,624	0
		510308 - OS Other Full Time Salaries	84,816	96,879	99,725
	3201 - Health Services/Nursing Total		86,405	99,503	99,725
	3301 - Special Education	510102 - PS Teacher Salaries	540,291	558,467	696,817
		510116 - PS Longevity/Teachers	0	0	0
		510304 - OS Paraprofessional Salaries	137,079	188,612	399,503
	3301 - Special Education Total		677,371	747,079	1,096,320
	3304 - Medical Services	510102 - PS Teacher Salaries	0	0	0
		510304 - OS Paraprofessional Salaries	0	0	0
		510308 - OS Other Full Time Salaries	0	0	0
	3304 - Medical Services Total		0	0	0
	3305 - One to One Assistance	510304 - OS Paraprofessional Salaries	0	0	101,340
		510328 - OS Temporary Salary Wages Other	0	0	0
	3305 - One to One Assistance Total		0	0	101,340
	3521 - Custodial Services	510301 - OS Custodial Salaries	0	0	0



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
		510312 - OS Call Back	0	0	0
		510315 - OS Custodial Absence/Vacation	0	0	0
		510317 - OS Custodial Clothing Allow	0	0	0
		510320 - OS Longevity Cust	0	0	0
		510323 - OS Out Of Classification Salary	0	0	0
		510324 - OS Overtime Peakload Requirement	0	0	0
		510325 - OS Permit	0	0	0
	3521 - Custodial Services Total		0	0	0
316 - Thompson Total			4,121,560	4,224,698	5,047,003
318 - Early Childhood	3002 - Pre-Kindergarten	510102 - PS Teacher Salaries	0	0	0
	3002 - Pre-Kindergarten Total		0	0	0
	3103 - Digital Learning	510114 - PS Administrative Stipend	0	804	787
	3103 - Digital Learning Total		0	804	787
	3109 - ELL	510102 - PS Teacher Salaries	0	0	15,000
	3109 - ELL Total		0	0	15,000
	3201 - Health Services/Nursing	510102 - PS Teacher Salaries	0	0	0
		510308 - OS Other Full Time Salaries	140,082	143,598	162,985
	3201 - Health Services/Nursing Total		140,082	143,598	162,985
	3300 - Special Ed Administration/Leadership	510201 - CS Clerical Salaries	0	0	0
	3300 - Special Ed Administration/Leadership Total		0	0	0
	3301 - Special Education	510101 - PS Administration Sal & Wages	0	0	120,002
		510102 - PS Teacher Salaries	469,496	489,099	637,949
		510113 - PS Academic Teacher Leadership	3,767	1,916	6,324
		510116 - PS Longevity/Teachers	0	0	2,648
		510201 - CS Clerical Salaries	0	0	72,254
		510202 - CS Temporary Clerical Help	13,485	0	0
		510204 - CS Longevity Clerical	0	0	1,288



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
		510304 - OS Paraprofessional Salaries	104,098	387,216	519,502
		510319 - OS Substitute Teachers	39,124	26,300	21,081
		510322 - OS Other Stipends	2,648	2,624	0
		510331 - OS Longevity Paraprofessionals	250	248	1,400
		520518 - SM Instructional Materials	0	0	3,542
	3301 - Special Education Total		632,868	907,403	1,385,990
	3308 - SpEd testing and assessment	510102 - PS Teacher Salaries	0	0	0
	3308 - SpEd testing and assessment Total		0	0	0
318 - Early Childhood Total			772,950	1,051,805	1,564,762
319 - Elementary Systemwide	3001 - School Leadership	510101 - PS Administration Sal & Wages	0	0	0
		510114 - PS Administrative Stipend	0	2,022	1,977
		510303 - OS Food Service Salaries	76,923	0	0
	3001 - School Leadership Total		76,923	2,022	1,977
	3003 - Kindergarten	520518 - SM Instructional Materials	0	0	0
		520527 - SM Testing Materials	0	0	0
	3003 - Kindergarten Total		0	0	0
	3004 - Elementary Education	510101 - PS Administration Sal & Wages	0	0	0
		510102 - PS Teacher Salaries	86,472	94,956	0
		510112 - PS Temp Salaries Professional	0	0	0
		510113 - PS Academic Teacher Leadership	3,803	3,844	3,760
		510114 - PS Administrative Stipend	8,700	0	0
		510304 - OS Paraprofessional Salaries	1,465	0	0
		510319 - OS Substitute Teachers	132,798	30,708	30,030
		520528 - SM Textbooks Books Periodicals	0	0	0
	3004 - Elementary Education Total		233,238	129,508	33,790
	3100 - C&I Leadership	510102 - PS Teacher Salaries	90,190	84,179	100,337
	3100 - C&I Leadership Total		90,190	84,179	100,337



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
	3102 - English/Language Arts	510102 - PS Teacher Salaries	0	0	0
		520528 - SM Textbooks Books Periodicals	0	0	0
	3102 - English/Language Arts Total		0	0	0
	3103 - Digital Learning	510114 - PS Administrative Stipend	0	804	787
	3103 - Digital Learning Total		0	804	787
	3105 - Reading	510102 - PS Teacher Salaries	685,617	684,419	675,730
		510113 - PS Academic Teacher Leadership	49,666	45,144	44,148
		510116 - PS Longevity/Teachers	6,015	5,961	10,347
	3105 - Reading Total		741,298	735,524	730,225
	3108 - Reading Interventions	520504 - SM Computer Software	0	6,504	6,361
		520508 - SM Educational Supplies	0	4,498	4,399
		520518 - SM Instructional Materials	0	3,750	3,668
		520528 - SM Textbooks Books Periodicals	0	4,048	3,959
	3108 - Reading Interventions Total		0	18,800	18,387
	3109 - ELL	510102 - PS Teacher Salaries	938,907	986,633	171,492
		510116 - PS Longevity/Teachers	5,536	5,486	0
	3109 - ELL Total		944,443	992,119	171,492
	3114 - Math RTI	510102 - PS Teacher Salaries	768,640	787,699	100,337
		510112 - PS Temp Salaries Professional	0	0	0
		510114 - PS Administrative Stipend	0	0	0
		510116 - PS Longevity/Teachers	4,222	4,303	2,888
		510304 - OS Paraprofessional Salaries	72,916	31,812	7,732
		510328 - OS Temporary Salary Wages Other	0	0	0
		520518 - SM Instructional Materials	0	0	0
	3114 - Math RTI Total		845,778	823,814	110,957
	3115 - Social Studies	510102 - PS Teacher Salaries	0	0	0
	3115 - Social Studies Total		0	0	0





<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
	3116 - Library/Media	510102 - PS Teacher Salaries	0	694,765	611,601
	3116 - Library/Media Total		0	694,765	611,601
	3117 - Music	510102 - PS Teacher Salaries	299,374	442,366	482,503
		510116 - PS Longevity/Teachers	5,775	5,723	4,716
		510308 - OS Other Full Time Salaries	10,620	0	0
		510322 - OS Other Stipends	0	24,846	23,426
		510327 - OS Student Activity Support Stip	22,697	24,951	23,524
		510328 - OS Temporary Salary Wages Other	0	0	0
		520616 - OE Instructional Equipment	0	0	9,429
	3117 - Music Total		338,466	497,886	543,598
	3120 - Art	510102 - PS Teacher Salaries	0	0	0
	3120 - Art Total		0	0	0
	3122 - Professional Development	510322 - OS Other Stipends	8,000	0	0
		520508 - SM Educational Supplies	0	0	0
	3122 - Professional Development Total		8,000	0	0
	3301 - Special Education	510102 - PS Teacher Salaries	109,048	101,234	107,233
	3301 - Special Education Total		109,048	101,234	107,233
319 - Elementary Systemwide Total			3,387,383	4,080,655	2,430,384
321 - Superintendent & Administration	3122 - Professional Development	520508 - SM Educational Supplies	10,726	0	0
		520514 - SM Food Supplies	24,384	5,054	4,943
		520528 - SM Textbooks Books Periodicals	0	0	0
		520629 - OE Professional Affiliations	0	0	0
	3122 - Professional Development Total		35,110	5,054	4,943
	3400 - School Committee	520413 - CTR Legal Services	30,000	85,581	83,693
		520607 - OE Court Judgements Settlement	325	329	323
	3400 - School Committee Total		30,325	85,910	84,016
	3401 - Superintendent	510101 - PS Administration Sal & Wages	198,000	217,994	224,400



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
		510102 - PS Teacher Salaries	0	0	0
		510201 - CS Clerical Salaries	159,853	84,302	88,500
		510202 - CS Temporary Clerical Help	0	0	0
		510203 - CS Skills Stipend	519	0	0
		510204 - CS Longevity Clerical	2,520	2,498	0
		510328 - OS Temporary Salary Wages Other	1,470	529	518
		520413 - CTR Legal Services	0	1,367	1,337
		520416 - CTR Professional Tech Services	37,253	49,719	48,622
		520504 - SM Computer Software	9,523	29,601	28,948
		520508 - SM Educational Supplies	2,609	13,813	13,509
		520514 - SM Food Supplies	0	18,672	18,260
		520515 - SM Graduation Service Ceremonies	800	2,429	2,376
		520522 - SM Misc Supplies	2,047	1,213	1,186
		520523 - SM Office Supplies	4,755	7,136	6,979
		520525 - SM Repro Paper Toner Supplies	475	2,278	2,229
		520526 - SM Reproduction/Printing	3,034	1,519	1,486
		520528 - SM Textbooks Books Periodicals	0	0	0
		520603 - OE Business Travel	8	153	150
		520604 - OE Capital Equipment/Furniture	0	1,824	1,784
		520627 - OE Postage	20	305	299
		520629 - OE Professional Affiliations	16,604	35,066	34,292
		520637 - OE Telephone/Pagers	0	3,947	3,860
	3401 - Superintendent Total		439,491	474,365	478,735
	3403 - Human Resources	510101 - PS Administration Sal & Wages	125,000	128,815	0
	3403 - Human Resources Total		125,000	128,815	0
321 - Superintendent & Administration Total			629,926	694,144	567,694



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
322 - Curriculum & Instruction	3100 - C&I Leadership	510101 - PS Administration Sal & Wages	206,718	187,429	182,600
		510201 - CS Clerical Salaries	101,974	100,213	141,110
		510203 - CS Skills Stipend	0	0	0
		510204 - CS Longevity Clerical	0	0	0
		510308 - OS Other Full Time Salaries	72,720	77,041	0
		520416 - CTR Professional Tech Services	19,925	26,388	25,806
		520504 - SM Computer Software	133,707	135,066	132,085
		520508 - SM Educational Supplies	17,028	17,515	17,129
		520514 - SM Food Supplies	830	0	0
		520518 - SM Instructional Materials	5,850	5,913	5,783
		520523 - SM Office Supplies	1,335	1,982	1,939
		520525 - SM Repro Paper Toner Supplies	0	0	0
		520526 - SM Reproduction/Printing	0	0	0
		520528 - SM Textbooks Books Periodicals	0	0	0
		520605 - OE Computer Equipment Hardware	0	0	0
		520629 - OE Professional Affiliations	0	0	0
	3100 - C&I Leadership Total		560,087	551,547	506,452
	3102 - English/Language Arts	510101 - PS Administration Sal & Wages	114,500	116,973	120,630
		510102 - PS Teacher Salaries	0	0	188,729
		510112 - PS Temp Salaries Professional	2,900	0	0
		510117 - PS Longevity Admin	2,648	2,624	2,648
		520504 - SM Computer Software	126,792	162,869	159,274
		520508 - SM Educational Supplies	2,786	0	0
		520518 - SM Instructional Materials	45,531	28,234	27,612
		520523 - SM Office Supplies	0	1,083	1,060
		520526 - SM Reproduction/Printing	0	1,354	1,325
		520527 - SM Testing Materials	0	0	0



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
		520528 - SM Textbooks Books Periodicals	0	8,848	8,653
		520629 - OE Professional Affiliations	0	0	0
	3102 - English/Language Arts Total		295,157	321,985	509,931
	3109 - ELL	510101 - PS Administration Sal & Wages	71,280	72,749	125,347
		510117 - PS Longevity Admin	0	0	2,648
		510328 - OS Temporary Salary Wages Other	0	0	0
		520416 - CTR Professional Tech Services	0	0	0
		520508 - SM Educational Supplies	170	450	441
		520518 - SM Instructional Materials	3,762	10,724	10,487
		520528 - SM Textbooks Books Periodicals	8,970	9,066	8,866
		520615 - OE Instruction Equipment	0	900	881
	3109 - ELL Total		84,182	93,889	148,670
	3110 - Heath & Wellness	510101 - PS Administration Sal & Wages	113,631	113,297	113,923
		510117 - PS Longevity Admin	0	0	2,888
		510322 - OS Other Stipends	0	0	0
		520416 - CTR Professional Tech Services	275	0	0
		520518 - SM Instructional Materials	3,577	2,699	2,640
		520523 - SM Office Supplies	0	450	441
		520526 - SM Reproduction/Printing	0	270	264
	3110 - Heath & Wellness Total		117,484	116,716	120,156
	3111 - Math	510101 - PS Administration Sal & Wages	114,500	116,973	117,487
		510102 - PS Teacher Salaries	0	0	0
		520504 - SM Computer Software	95,626	96,649	94,516
		520508 - SM Educational Supplies	0	2,699	2,640
		520518 - SM Instructional Materials	18,914	17,997	17,600
		520527 - SM Testing Materials	0	6,567	6,422
		520528 - SM Textbooks Books Periodicals	3,722	3,762	3,679



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
		520610 - OE Field Trips	0	900	881
		520629 - OE Professional Affiliations	0	900	881
	3111 - Math Total		232,761	246,447	244,106
	3112 - Science	510101 - PS Administration Sal & Wages	118,800	121,366	125,347
		510102 - PS Teacher Salaries	0	0	0
		510322 - OS Other Stipends	0	0	0
		520508 - SM Educational Supplies	0	0	0
		520514 - SM Food Supplies	0	0	0
		520518 - SM Instructional Materials	33,019	38,352	34,150
		520528 - SM Textbooks Books Periodicals	0	0	0
		520610 - OE Field Trips	0	0	0
		520629 - OE Professional Affiliations	0	0	0
	3112 - Science Total		151,819	159,718	159,497
	3113 - Instrumental Music	510102 - PS Teacher Salaries	0	0	0
	3113 - Instrumental Music Total		0	0	0
	3114 - Math RTI	510102 - PS Teacher Salaries	0	0	850,755
		510116 - PS Longevity/Teachers	0	0	4,092
	3114 - Math RTI Total		0	0	854,847
	3115 - Social Studies	510101 - PS Administration Sal & Wages	116,200	118,710	122,412
		510102 - PS Teacher Salaries	98,390	100,178	202,847
		510112 - PS Temp Salaries Professional	0	0	0
		510116 - PS Longevity/Teachers	0	0	5,296
		510322 - OS Other Stipends	0	1,800	0
		520416 - CTR Professional Tech Services	0	1,094	0
		520504 - SM Computer Software	90	0	0
		520508 - SM Educational Supplies	6,494	4,830	5,741
		520514 - SM Food Supplies	0	0	0



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
		520518 - SM Instructional Materials	18,458	11,945	15,172
		520523 - SM Office Supplies	0	0	0
		520528 - SM Textbooks Books Periodicals	0	0	0
		520610 - OE Field Trips	450	455	411
		520615 - OE Instruction Equipment	0	0	0
		520629 - OE Professional Affiliations	125	4,818	123
	3115 - Social Studies Total		240,208	243,830	352,002
	3116 - Library/Media	510102 - PS Teacher Salaries	0	0	0
	3116 - Library/Media Total		0	0	0
	3117 - Music	510101 - PS Administration Sal & Wages	116,618	117,076	117,801
		510102 - PS Teacher Salaries	0	0	0
		510117 - PS Longevity Admin	0	0	3,127
		520416 - CTR Professional Tech Services	7,725	5,828	5,604
		520504 - SM Computer Software	18,753	18,954	18,228
		520508 - SM Educational Supplies	10,143	8,977	8,633
		520518 - SM Instructional Materials	1,415	3,979	3,827
		520610 - OE Field Trips	1,530	4,608	4,432
		520615 - OE Instruction Equipment	6,843	16,505	15,873
	3117 - Music Total		163,026	175,927	177,525
	3118 - World Languages	510101 - PS Administration Sal & Wages	113,900	116,360	120,002
		510112 - PS Temp Salaries Professional	50	0	0
		520504 - SM Computer Software	5,579	8,096	7,918
		520508 - SM Educational Supplies	12,739	11,077	10,833
		520518 - SM Instructional Materials	5,117	4,840	4,734
		520525 - SM Repro Paper Toner Supplies	0	0	0
		520527 - SM Testing Materials	1,676	1,742	1,704
		520528 - SM Textbooks Books Periodicals	5,407	7,911	7,737



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
		520615 - OE Instruction Equipment	0	0	0
		520629 - OE Professional Affiliations	40	180	177
	3118 - World Languages Total		144,509	150,206	153,105
	3119 - Physical Education	510112 - PS Temp Salaries Professional	7,316	13,044	12,757
		510113 - PS Academic Teacher Leadership	7,891	13,267	12,974
		520416 - CTR Professional Tech Services	6,335	4,571	4,470
		520518 - SM Instructional Materials	0	0	0
		520523 - SM Office Supplies	167	180	177
		520528 - SM Textbooks Books Periodicals	0	450	441
	3119 - Physical Education Total		21,709	31,512	30,819
	3120 - Art	510101 - PS Administration Sal & Wages	117,447	117,166	120,630
		520416 - CTR Professional Tech Services	0	456	0
		520518 - SM Instructional Materials	5,378	15,170	12,110
		520605 - OE Computer Equipment Hardware	22,800	0	10,003
		520615 - OE Instruction Equipment	0	765	0
	3120 - Art Total		145,626	133,557	142,743
	3122 - Professional Development	510112 - PS Temp Salaries Professional	10,238	0	0
		510330 - OS Workshops Stipends/Green Slip	8,000	0	0
		520416 - CTR Professional Tech Services	22,949	14,251	13,937
		520508 - SM Educational Supplies	35,487	14,958	14,628
		520518 - SM Instructional Materials	354	0	0
		520528 - SM Textbooks Books Periodicals	6,750	1,993	1,950
		520612 - OE Graduate Course Reimbursement	64,000	129,369	126,513
		520629 - OE Professional Affiliations	14,585	14,656	14,333
	3122 - Professional Development Total		162,363	175,227	171,361
	3201 - Health Services/Nursing	510112 - PS Temp Salaries Professional	0	0	0
		520520 - SM Medical Surgical Supplies	0	0	0





<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
	3201 - Health Services/Nursing Total		0	0	0
	3202 - Guidance	510113 - PS Academic Teacher Leadership	6,855	4,322	0
		510114 - PS Administrative Stipend	0	0	0
		520416 - CTR Professional Tech Services	40,000	40,428	43,511
		520504 - SM Computer Software	2,100	2,123	0
		520508 - SM Educational Supplies	144	12,513	9,588
		520523 - SM Office Supplies	0	450	0
		520629 - OE Professional Affiliations	0	0	0
	3202 - Guidance Total		49,099	59,836	53,099
	3301 - Special Education	510116 - PS Longevity/Teachers	0	0	0
	3301 - Special Education Total		0	0	0
	3302 - Pupil Services (504)	510112 - PS Temp Salaries Professional	0	0	0
	3302 - Pupil Services (504) Total		0	0	0
	3403 - Human Resources	510101 - PS Administration Sal & Wages	136,000	138,803	144,300
		510201 - CS Clerical Salaries	157,012	156,846	166,854
		510204 - CS Longevity Clerical	1,288	1,277	0
		520401 - CTR Contracted Services	100,000	0	0
		520504 - SM Computer Software	131,042	107,173	0
		520508 - SM Educational Supplies	2,905	0	0
		520523 - SM Office Supplies	82	0	0
		520526 - SM Reproduction/Printing	214	0	480
		520528 - SM Textbooks Books Periodicals	0	0	0
		520602 - OE Advertising	2,168	0	2,613
		520603 - OE Business Travel	0	0	0
		520625 - OE Other Payments	330	0	4,794
		520626 - OE Pensions	10,994	4,245	4,315
		520627 - OE Postage	0	0	0



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
		520629 - OE Professional Affiliations	1,750	1,769	2,829
	3403 - Human Resources Total		543,786	410,113	326,185
	3902 - Extended Day	510112 - PS Temp Salaries Professional	0	0	0
	3902 - Extended Day Total		0	0	0
322 - Curriculum & Instruction Total			2,911,814	2,870,510	3,950,498
323 - Special Education & Student Services	3001 - School Leadership	520416 - CTR Professional Tech Services	79,446	65,268	0
		520523 - SM Office Supplies	1,149	0	0
		520608 - OE Credit Card Charges	0	0	0
	3001 - School Leadership Total		80,595	65,268	0
	3003 - Kindergarten	510304 - OS Paraprofessional Salaries	0	0	0
	3003 - Kindergarten Total		0	0	0
	3004 - Elementary Education	510102 - PS Teacher Salaries	0	0	0
		510304 - OS Paraprofessional Salaries	0	0	0
		520508 - SM Educational Supplies	0	0	165,268
		520518 - SM Instructional Materials	1,337	0	0
		520604 - OE Capital Equipment/Furniture	0	0	0
	3004 - Elementary Education Total		1,337	0	165,268
	3005 - Secondary Education	510102 - PS Teacher Salaries	0	0	0
		510202 - CS Temporary Clerical Help	41,038	15,996	15,643
		510319 - OS Substitute Teachers	67,985	68,306	66,799
		520416 - CTR Professional Tech Services	0	0	0
		520518 - SM Instructional Materials	0	174,732	174,732
		520604 - OE Capital Equipment/Furniture	0	0	0
		520610 - OE Field Trips	13,522	0	0
		520615 - OE Instruction Equipment	0	0	0
		520645 - OE Tuition Other Schools	0	0	0



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
	3005 - Secondary Education Total		122,545	259,034	257,174
	3100 - C&I Leadership	510308 - OS Other Full Time Salaries	0	0	0
		520401 - CTR Contracted Services	0	0	0
		520508 - SM Educational Supplies	232,722	0	0
		520514 - SM Food Supplies	0	0	0
	3100 - C&I Leadership Total		232,722	0	0
	3103 - Digital Learning	510102 - PS Teacher Salaries	0	0	0
		520504 - SM Computer Software	0	0	143,813
		520518 - SM Instructional Materials	27,649	35,658	34,272
	3103 - Digital Learning Total		27,649	35,658	178,085
	3106 - Drama	510328 - OS Temporary Salary Wages Other	3,115	0	0
	3106 - Drama Total		3,115	0	0
	3111 - Math	520518 - SM Instructional Materials	0	0	0
	3111 - Math Total		0	0	0
	3112 - Science	520518 - SM Instructional Materials	0	0	0
	3112 - Science Total		0	0	0
	3115 - Social Studies	510102 - PS Teacher Salaries	0	0	0
		510112 - PS Temp Salaries Professional	48,166	62,702	61,318
		520514 - SM Food Supplies	1,116	0	0
	3115 - Social Studies Total		49,282	62,702	61,318
	3116 - Library/Media	510102 - PS Teacher Salaries	65,773	0	0
		510304 - OS Paraprofessional Salaries	0	0	0
		520518 - SM Instructional Materials	12,900	104,994	4,884
	3116 - Library/Media Total		78,673	104,994	4,884
	3117 - Music	510102 - PS Teacher Salaries	0	0	0
		510322 - OS Other Stipends	0	0	0
	3117 - Music Total		0	0	0



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
	3122 - Professional Development	520508 - SM Educational Supplies	26,059	287,464	285,975
		520514 - SM Food Supplies	237	450	441
		520528 - SM Textbooks Books Periodicals	153	450	441
		520612 - OE Graduate Course Reimbursement	0	40,000	40,000
	3122 - Professional Development Total		26,449	328,364	326,857
	3201 - Health Services/Nursing	510101 - PS Administration Sal & Wages	109,000	111,354	114,866
		510102 - PS Teacher Salaries	0	0	0
		510116 - PS Longevity/Teachers	560	555	1,589
		510117 - PS Longevity Admin	0	0	0
		510201 - CS Clerical Salaries	31,752	30,714	33,321
		510308 - OS Other Full Time Salaries	181,176	271,458	233,880
		510310 - OS Part Time Salary Wages	0	0	0
		510328 - OS Temporary Salary Wages Other	609	446	1,918
		520416 - CTR Professional Tech Services	72	0	0
		520518 - SM Instructional Materials	1,794	2,699	480
		520520 - SM Medical Surgical Supplies	47,978	42,668	41,706
		520637 - OE Telephone/Pagers	0	0	0
	3201 - Health Services/Nursing Total		372,940	459,894	427,760
	3202 - Guidance	510101 - PS Administration Sal & Wages	211,042	207,119	226,291
		510102 - PS Teacher Salaries	0	0	0
	3202 - Guidance Total		211,042	207,119	226,291
	3300 - Special Ed Administration/Leadership	510101 - PS Administration Sal & Wages	893,255	893,070	801,020
		510102 - PS Teacher Salaries	0	0	0
		510112 - PS Temp Salaries Professional	0	4,498	4,399
		510117 - PS Longevity Admin	3,127	3,099	1,408
		510201 - CS Clerical Salaries	199,662	200,178	138,684
		510203 - CS Skills Stipend	0	0	0



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
		510204 - CS Longevity Clerical	2,184	2,165	1,512
		510304 - OS Paraprofessional Salaries	94,810	107,205	0
		510308 - OS Other Full Time Salaries	0	0	0
		510322 - OS Other Stipends	4,000	4,498	4,399
		520416 - CTR Professional Tech Services	100,000	0	0
		520504 - SM Computer Software	27,058	26,986	26,391
		520508 - SM Educational Supplies	0	0	0
		520514 - SM Food Supplies	0	0	0
		520520 - SM Medical Surgical Supplies	0	0	0
		520523 - SM Office Supplies	1,987	2,699	2,640
		520525 - SM Repro Paper Toner Supplies	679	1,112	1,088
		520526 - SM Reproduction/Printing	582	1,350	1,321
		520603 - OE Business Travel	532	1,979	1,936
		520605 - OE Computer Equipment Hardware	0	0	0
		520629 - OE Professional Affiliations	499	676	662
		520637 - OE Telephone/Pagers	0	0	0
	3300 - Special Ed Administration/Leadership Total		1,328,376	1,249,515	985,460
	3301 - Special Education	510101 - PS Administration Sal & Wages	0	0	0
		510102 - PS Teacher Salaries	2,905,568	2,963,417	2,350,220
		510112 - PS Temp Salaries Professional	55,211	28,893	28,258
		510113 - PS Academic Teacher Leadership	34,980	24,288	23,753
		510114 - PS Administrative Stipend	1,526	11,796	0
		510115 - PS Teacher Room Moving	0	0	0
		510116 - PS Longevity/Teachers	11,811	11,705	1,444
		510304 - OS Paraprofessional Salaries	1,207,281	1,244,497	456,229
		510322 - OS Other Stipends	8,000	0	0
		510328 - OS Temporary Salary Wages Other	8,881	10,452	18,822



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
		510330 - OS Workshops Stipends/Green Slip	0	0	0
		510331 - OS Longevity Paraprofessionals	0	0	750
		520413 - CTR Legal Services	82,500	134,928	131,951
		520416 - CTR Professional Tech Services	742,013	499,917	488,883
		520504 - SM Computer Software	4,744	7,228	7,069
		520508 - SM Educational Supplies	397	4,228	4,136
		520514 - SM Food Supplies	1,500	2,527	2,472
		520518 - SM Instructional Materials	31,877	77,815	15,341
		520523 - SM Office Supplies	1,359	1,989	1,946
		520525 - SM Repro Paper Toner Supplies	1,500	1,517	1,484
		520527 - SM Testing Materials	35,238	22,489	21,994
		520528 - SM Textbooks Books Periodicals	0	0	0
		520603 - OE Business Travel	1,707	2,160	2,113
		520610 - OE Field Trips	2,715	2,952	2,887
		520615 - OE Instruction Equipment	21,715	31,673	30,974
		520627 - OE Postage	0	0	0
		520629 - OE Professional Affiliations	0	127	125
		520637 - OE Telephone/Pagers	0	0	0
	3301 - Special Education Total		5,160,522	5,084,598	3,590,851
	3302 - Pupil Services (504)	520416 - CTR Professional Tech Services	5,000	16,192	15,835
	3302 - Pupil Services (504) Total		5,000	16,192	15,835
	3304 - Medical Services	510102 - PS Teacher Salaries	0	0	0
		520416 - CTR Professional Tech Services	3,000	7,197	7,039
	3304 - Medical Services Total		3,000	7,197	7,039
	3305 - One to One Assistance	510304 - OS Paraprofessional Salaries	48,469	53,758	0
		520645 - OE Tuition Other Schools	182,914	209,625	204,999
	3305 - One to One Assistance Total		231,383	263,383	204,999



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
	3306 - Out of District Tuition	520645 - OE Tuition Other Schools	4,454,005	5,593,517	5,271,442
	3306 - Out of District Tuition Total		4,454,005	5,593,517	5,271,442
	3307 - SpEd summer program	510304 - OS Paraprofessional Salaries	72,381	0	0
		510326 - OS Sped Summer School(Hardy)	215,202	0	0
		520518 - SM Instructional Materials	698	450	441
		520610 - OE Field Trips	0	0	0
		520645 - OE Tuition Other Schools	230,164	256,470	250,809
	3307 - SpEd summer program Total		518,445	256,920	251,250
	3308 - SpEd testing and assessment	510112 - PS Temp Salaries Professional	0	0	0
		520416 - CTR Professional Tech Services	0	7,197	7,039
		520504 - SM Computer Software	0	0	0
		520527 - SM Testing Materials	0	0	0
	3308 - SpEd testing and assessment Total		0	7,197	7,039
	3310 - Transportation - Special Ed Out of District	520404 - CTR Contracted Transportation	0	0	0
	3310 - Transportation - Special Ed Out of District Total		0	0	0
	3401 - Superintendent	520416 - CTR Professional Tech Services	2,303	0	0
		520514 - SM Food Supplies	6,598	0	0
	3401 - Superintendent Total		8,900	0	0
	3402 - Diversity, Equity & Inclusion	510101 - PS Administration Sal & Wages	0	0	0
		520416 - CTR Professional Tech Services	8,240	8,028	8,150
		520523 - SM Office Supplies	658	465	959
	3402 - Diversity, Equity & Inclusion Total		8,898	8,493	9,109
	3501 - Business Office	520523 - SM Office Supplies	96	0	0
		520604 - OE Capital Equipment/Furniture	0	0	0
	3501 - Business Office Total		96	0	0
	3503 - Grants Development	510201 - CS Clerical Salaries	29,548	33,363	0
		510308 - OS Other Full Time Salaries	120,100	89,179	86,700





<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
		520508 - SM Educational Supplies	651	1,485	0
		520627 - OE Postage	101	68	0
		520629 - OE Professional Affiliations	250	406	0
	3503 - Grants Development Total		150,651	124,501	86,700
	3511 - Student Data and Assessment	510112 - PS Temp Salaries Professional	0	0	0
		510308 - OS Other Full Time Salaries	338,392	305,978	171,800
		520416 - CTR Professional Tech Services	0	0	0
		520504 - SM Computer Software	26,224	60,268	58,938
		520508 - SM Educational Supplies	17,336	17,991	17,595
	3511 - Student Data and Assessment Total		381,952	384,237	248,333
	3512 - Food Services	510310 - OS Part Time Salary Wages	0	0	0
	3512 - Food Services Total		0	0	0
	3513 - Traffic Supervisors	510310 - OS Part Time Salary Wages	206,777	210,133	214,227
		510313 - OS Clothing Allowance	15,952	13,655	13,354
		510322 - OS Other Stipends	0	1,415	1,384
	3513 - Traffic Supervisors Total		222,729	225,203	228,965
	3520 - Facilities Maintenance	510302 - OS Maintenance Salaries	0	0	0
		520628 - OE Power Electricity	0	20,000	20,000
	3520 - Facilities Maintenance Total		0	20,000	20,000
	3521 - Custodial Services	510301 - OS Custodial Salaries	0	0	0
	3521 - Custodial Services Total		0	0	0
	3530 - Transportation - Regular Ed	520510 - SM Equipment Maintenance	413	0	0
		520621 - OE Motor Vehicle Repair	0	0	0
	3530 - Transportation - Regular Ed Total		413	0	0
	3532 - Transportation Homeless	520404 - CTR Contracted Transportation	0	0	0
	3532 - Transportation Homeless Total		0	0	0
	3600 - Athletics - Administration	520502 - SM Athletic Supplies	0	0	0



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
	3600 - Athletics - Administration Total		0	0	0
	3902 - Extended Day	510101 - PS Administration Sal & Wages	0	0	0
		510102 - PS Teacher Salaries	189,139	285,791	137,369
		510116 - PS Longevity/Teachers	5,296	5,296	5,296
		510304 - OS Paraprofessional Salaries	232,531	17,813	121,176
		510310 - OS Part Time Salary Wages	0	0	0
		520401 - CTR Contracted Services	0	0	0
	3902 - Extended Day Total		426,965	308,900	263,841
	3998 - COVID-19	510101 - PS Administration Sal & Wages	0	0	0
		510102 - PS Teacher Salaries	0	0	0
		510112 - PS Temp Salaries Professional	1,328	1,343	0
		510201 - CS Clerical Salaries	0	0	0
		510301 - OS Custodial Salaries	0	0	0
		510303 - OS Food Service Salaries	0	0	0
		510304 - OS Paraprofessional Salaries	0	0	0
		510308 - OS Other Full Time Salaries	127	0	0
		510319 - OS Substitute Teachers	0	0	0
		510324 - OS Overtime Peakload Requirement	353	0	0
		520416 - CTR Professional Tech Services	180	182	0
		520504 - SM Computer Software	31,800	32,141	0
		520507 - SM Custodial Supplies Cleaning	133	1,456	0
		520518 - SM Instructional Materials	0	0	0
		520520 - SM Medical Surgical Supplies	0	0	0
		520521 - SM Misc Maintenance Supplies	0	0	0
		520604 - OE Capital Equipment/Furniture	0	0	0
		520605 - OE Computer Equipment Hardware	0	0	0
	3998 - COVID-19 Total		33,922	35,122	0



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
	3999 - Systemwide Expense	510101 - PS Administration Sal & Wages	0	138,513	0
		510102 - PS Teacher Salaries	175,387	20,220	20,220
		510116 - PS Longevity/Teachers	0	0	0
		510117 - PS Longevity Admin	0	0	0
		510204 - CS Longevity Clerical	0	0	0
		510303 - OS Food Service Salaries	0	0	0
		510304 - OS Paraprofessional Salaries	0	0	0
		510305 - OS Transportation Salaries	0	0	0
		510308 - OS Other Full Time Salaries	2,235	0	0
		510310 - OS Part Time Salary Wages	0	0	0
		510311 - OS Auto Allowance	0	0	0
		510320 - OS Longevity Cust	0	0	0
		510325 - OS Permit	5,270	0	0
		510329 - OS Transportation Overtime	0	0	0
		510331 - OS Longevity Paraprofessionals	0	0	0
		520401 - CTR Contracted Services	142,798	100,000	100,000
		520402 - CTR Athletic Services	24,335	0	0
		520407 - CTR Engineering Services	0	0	0
		520416 - CTR Professional Tech Services	0	0	0
		520506 - SM Curriculum Supplies	57	0	0
		520511 - SM Equipment Rental	0	0	0
		520608 - OE Credit Card Charges	816	0	0
	3999 - Systemwide Expense Total		350,898	258,733	120,220
323 - Special Education & Student Services Total			14,492,503	15,366,741	12,958,720
324 - Special Education Reserve	3306 - Out of District Tuition	520645 - OE Tuition Other Schools	0	0	0
	3306 - Out of District Tuition Total		0	0	0



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
324 - Special Education Reserve Total			0	0	0
325 - Athletics	3600 - Athletics - Administration	510101 - PS Administration Sal & Wages	177,075	180,833	186,424
		510201 - CS Clerical Salaries	0	8,695	0
		510204 - CS Longevity Clerical	0	0	0
		510308 - OS Other Full Time Salaries	44,157	59,196	61,000
		510328 - OS Temporary Salary Wages Other	0	5,650	4,794
		520402 - CTR Athletic Services	73,900	15,208	15,341
		520404 - CTR Contracted Transportation	54,347	124,764	122,011
		520502 - SM Athletic Supplies	17,995	9,522	9,588
		520508 - SM Educational Supplies	0	661	1,007
		520613 - OE Grey Bills From Town	0	0	0
		520617 - OE Insurance	5,500	5,094	5,274
		520629 - OE Professional Affiliations	0	0	0
		520632 - OE Safety Equip And Testing	0	0	0
	3600 - Athletics - Administration Total		372,974	409,623	405,439
	3601 - Athletics - Baseball	510328 - OS Temporary Salary Wages Other	20,831	23,055	23,005
		520402 - CTR Athletic Services	0	0	0
		520502 - SM Athletic Supplies	2,852	2,980	2,858
	3601 - Athletics - Baseball Total		23,682	26,035	25,863
	3602 - Athletics - Basketball	510328 - OS Temporary Salary Wages Other	30,058	37,766	42,563
		520402 - CTR Athletic Services	0	0	0
		520502 - SM Athletic Supplies	0	872	1,055
	3602 - Athletics - Basketball Total		30,058	38,638	43,618
	3603 - Athletics - Cheerleading	510328 - OS Temporary Salary Wages Other	12,549	12,007	10,938
		520402 - CTR Athletic Services	0	0	0
		520502 - SM Athletic Supplies	0	1,515	959
	3603 - Athletics - Cheerleading Total		12,549	13,522	11,897



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
	3604 - Athletics - Cross Country	510328 - OS Temporary Salary Wages Other	27,726	32,265	28,353
		520402 - CTR Athletic Services	0	0	0
		520502 - SM Athletic Supplies	7,446	140	135
	3604 - Athletics - Cross Country Total		35,172	32,405	28,488
	3605 - Athletics - Field Hockey	510328 - OS Temporary Salary Wages Other	14,467	18,216	17,299
		520402 - CTR Athletic Services	0	0	0
		520502 - SM Athletic Supplies	539	0	576
	3605 - Athletics - Field Hockey Total		15,006	18,216	17,875
	3606 - Athletics - Football	510328 - OS Temporary Salary Wages Other	35,420	48,330	37,699
		520402 - CTR Athletic Services	3,220	14,846	15,193
		520502 - SM Athletic Supplies	11,250	0	959
	3606 - Athletics - Football Total		49,889	63,176	53,851
	3607 - Athletics - Golf	510328 - OS Temporary Salary Wages Other	4,255	8,746	7,867
		520402 - CTR Athletic Services	0	0	0
		520502 - SM Athletic Supplies	4,476	0	1,726
	3607 - Athletics - Golf Total		8,731	8,746	9,593
	3608 - Athletics - Gymnastics	510328 - OS Temporary Salary Wages Other	18,394	12,986	19,567
		520402 - CTR Athletic Services	0	0	0
		520502 - SM Athletic Supplies	1,235	5,388	1,918
	3608 - Athletics - Gymnastics Total		19,629	18,374	21,485
	3609 - Athletics - Ice Hockey	510328 - OS Temporary Salary Wages Other	107,214	117,866	116,602
		520402 - CTR Athletic Services	0	0	0
		520502 - SM Athletic Supplies	1,114	360	1,151
		520619 - OE Misc Expenses	2,900	0	0
	3609 - Athletics - Ice Hockey Total		111,227	118,226	117,753
	3610 - Athletics - Indoor Track	510328 - OS Temporary Salary Wages Other	44,947	45,666	33,735
		520402 - CTR Athletic Services	0	0	0



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
		520502 - SM Athletic Supplies	7,973	5,981	4,854
	3610 - Athletics - Indoor Track Total		52,920	51,647	38,589
	3611 - Athletics - Lacrosse	510328 - OS Temporary Salary Wages Other	28,360	30,683	34,491
		520402 - CTR Athletic Services	0	0	0
		520502 - SM Athletic Supplies	360	3,400	1,343
	3611 - Athletics - Lacrosse Total		28,720	34,083	35,834
	3612 - Athletics - Outdoor Track	510328 - OS Temporary Salary Wages Other	22,349	16,502	1,439
		520402 - CTR Athletic Services	0	0	0
		520502 - SM Athletic Supplies	6,839	388	480
	3612 - Athletics - Outdoor Track Total		29,188	16,890	1,919
	3613 - Athletics - Skiing	510328 - OS Temporary Salary Wages Other	7,698	8,047	9,020
		520402 - CTR Athletic Services	18,899	9,603	9,588
		520404 - CTR Contracted Transportation	9,250	0	0
	3613 - Athletics - Skiing Total		35,847	17,650	18,608
	3614 - Athletics - Soccer	510328 - OS Temporary Salary Wages Other	31,767	37,587	36,477
		520402 - CTR Athletic Services	0	0	0
		520502 - SM Athletic Supplies	4,068	1,352	1,297
	3614 - Athletics - Soccer Total		35,835	38,939	37,774
	3615 - Athletics - Softball	510328 - OS Temporary Salary Wages Other	17,444	20,232	20,460
		520402 - CTR Athletic Services	0	0	0
		520502 - SM Athletic Supplies	1,861	1,408	1,439
	3615 - Athletics - Softball Total		19,305	21,640	21,899
	3616 - Athletics - Swimming	510328 - OS Temporary Salary Wages Other	9,238	18,459	17,607
		520402 - CTR Athletic Services	0	0	0
		520502 - SM Athletic Supplies	8,383	0	9,787
	3616 - Athletics - Swimming Total		17,620	18,459	27,394
	3617 - Athletics - Tennis	510328 - OS Temporary Salary Wages Other	21,793	18,381	18,504



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
		520402 - CTR Athletic Services	0	0	0
		520502 - SM Athletic Supplies	6,790	655	1,726
	3617 - Athletics - Tennis Total		28,583	19,036	20,230
	3618 - Athletics - Volleyball	510328 - OS Temporary Salary Wages Other	29,963	32,779	36,611
		520402 - CTR Athletic Services	0	0	0
		520502 - SM Athletic Supplies	2,211	1,522	1,343
	3618 - Athletics - Volleyball Total		32,173	34,301	37,954
	3619 - Athletics - Wrestling	510328 - OS Temporary Salary Wages Other	10,733	10,654	14,357
		520402 - CTR Athletic Services	0	0	0
		520502 - SM Athletic Supplies	5,110	0	959
	3619 - Athletics - Wrestling Total		15,843	10,654	15,316
	3620 - Athletics - Nordic Skiing	510328 - OS Temporary Salary Wages Other	0	0	9,020
		520502 - SM Athletic Supplies	0	0	2,877
	3620 - Athletics - Nordic Skiing Total		0	0	11,897
	3999 - Systemwide Expense	520401 - CTR Contracted Services	0	29,126	0
		520506 - SM Curriculum Supplies	0	0	0
		599000 - Transfer to Other Funds	0	0	0
	3999 - Systemwide Expense Total		0	29,126	0
325 - Athletics Total			974,953	1,039,386	1,003,276
329 - School Committee	3122 - Professional Development	520508 - SM Educational Supplies	0	0	0
	3122 - Professional Development Total		0	0	0
	3400 - School Committee	510201 - CS Clerical Salaries	72,900	70,830	79,400
		510203 - CS Skills Stipend	0	0	0
		510204 - CS Longevity Clerical	0	0	0
		510322 - OS Other Stipends	21,000	21,225	20,757
		510328 - OS Temporary Salary Wages Other	138	140	138
		520416 - CTR Professional Tech Services	7,421	7,501	7,336



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
		520508 - SM Educational Supplies	3,810	3,851	3,766
		520514 - SM Food Supplies	2,445	1,802	1,763
		520515 - SM Graduation Service Ceremonies	0	0	0
		520522 - SM Misc Supplies	0	0	0
		520523 - SM Office Supplies	410	402	394
		520602 - OE Advertising	262	202	198
		520617 - OE Insurance	0	32,314	31,601
		520629 - OE Professional Affiliations	1,250	1,264	1,236
	3400 - School Committee Total		109,637	139,531	146,589
329 - School Committee Total			109,637	139,531	146,589
330 - Finance	3501 - Business Office	510101 - PS Administration Sal & Wages	162,973	173,493	176,900
		510201 - CS Clerical Salaries	210,105	288,465	302,002
		510202 - CS Temporary Clerical Help	384	4,498	4,399
		510203 - CS Skills Stipend	0	0	0
		510204 - CS Longevity Clerical	2,800	2,775	3,136
		510308 - OS Other Full Time Salaries	142,491	202,688	178,500
		510322 - OS Other Stipends	2,000	450	441
		520416 - CTR Professional Tech Services	34,000	22,741	22,240
		520504 - SM Computer Software	3,569	1,135	1,111
		520505 - SM Computer Supplies	0	0	0
		520508 - SM Educational Supplies	10,684	7,211	7,053
		520511 - SM Equipment Rental	71,955	45,482	44,479
		520522 - SM Misc Supplies	0	2,699	2,640
		520523 - SM Office Supplies	2,698	2,699	2,640
		520525 - SM Repro Paper Toner Supplies	2,960	4,498	4,399
		520526 - SM Reproduction/Printing	2,765	3,599	3,520
		520602 - OE Advertising	0	0	0





<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
		520617 - OE Insurance	3,325	3,361	3,287
		520629 - OE Professional Affiliations	4,122	3,536	3,459
		520637 - OE Telephone/Pagers	0	0	0
	3501 - Business Office Total		656,831	769,330	760,206
	3502 - Payroll	510101 - PS Administration Sal & Wages	112,200	114,512	116,800
		510117 - PS Longevity Admin	0	0	0
		510201 - CS Clerical Salaries	314,267	310,468	296,296
		510203 - CS Skills Stipend	1,558	0	0
		510204 - CS Longevity Clerical	5,544	5,494	5,880
		510322 - OS Other Stipends	0	0	0
		520510 - SM Equipment Maintenance	417	422	413
		520523 - SM Office Supplies	3,774	2,651	2,589
		520645 - OE Tuition Other Schools	0	0	0
	3502 - Payroll Total		437,760	433,547	421,978
330 - Finance Total			1,094,591	1,202,877	1,182,184
331 - Food Service	3512 - Food Services	520620 - OE Misc Maintenance Services	0	0	0
	3512 - Food Services Total		0	0	0
331 - Food Service Total			0	0	0
332 - Facilities	3520 - Facilities Maintenance	510101 - PS Administration Sal & Wages	207,502	329,078	317,821
		510117 - PS Longevity Admin	0	0	0
		510201 - CS Clerical Salaries	38,100	36,174	34,255
		510302 - OS Maintenance Salaries	362,460	705,207	635,847
		510311 - OS Auto Allowance	0	0	0
		510312 - OS Call Back	26,460	11,011	10,768
		510313 - OS Clothing Allowance	2,100	2,123	2,076
		510314 - OS Cust/Snow/Ice Removal	8,336	11,929	11,667
		510317 - OS Custodial Clothing Allow	0	0	0



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
		510320 - OS Longevity Cust	5,208	2,654	0
		510321 - OS Maint/Wk Out Of Classification	967	3,671	3,590
		510323 - OS Out Of Classification Salary	118	918	898
		510324 - OS Overtime Peakload Requirement	8,052	8,259	8,077
		520403 - CTR Boiler Contracted Services	47,290	43,460	42,501
		520405 - CTR Electrical Services	144,022	72,222	70,628
		520406 - CTR Elevator Maintenance Repairs	54,524	50,535	49,420
		520407 - CTR Engineering Services	0	0	0
		520408 - CTR Environmental Services	500	506	495
		520410 - CTR General Construction Contract	0	0	0
		520411 - CTR Hvac Contracted Services	361,022	200,929	196,495
		520414 - CTR Painting Services	91,700	56,094	54,856
		520415 - CTR Plumbing Services	32,249	20,955	20,493
		520416 - CTR Professional Tech Services	15,178	15,343	15,005
		520417 - CTR Roof Repairs	34,000	25,268	24,710
		520418 - CTR Security Services	79,404	60,642	59,304
		520419 - CTR Snow Removal Contracted	31,192	0	0
		520503 - SM Carpentry Supplies Doors	37,519	30,854	30,173
		520509 - SM Electrical Supplies	26,152	17,209	16,829
		520510 - SM Equipment Maintenance	59,725	60,364	59,032
		520513 - SM Flooring Supplies/Services	117,524	11,436	11,184
		520516 - SM Grounds Supplies	63,426	18,270	17,867
		520517 - SM Hvac Supplies	56,555	38,305	37,460
		520519 - SM Masonry Supply Services	0	0	0
		520521 - SM Misc Maintenance Supplies	2,990	0	0
		520523 - SM Office Supplies	0	0	0
		520524 - SM Plumbing Supplies	64,035	42,129	41,200



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
		520529 - SM Weather/Urgent Repairs	0	0	0
		520530 - SM Window Glass Service Supplies	41,919	31,442	30,749
		520604 - OE Capital Equipment/Furniture	0	0	0
		520611 - OE Gas & Oil	10,045	0	0
		520613 - OE Grey Bills From Town	0	0	0
		520620 - OE Misc Maintenance Services	118,785	7,581	7,415
		520621 - OE Motor Vehicle Repair	22,740	13,157	12,867
		520623 - OE Natural Gas	771,000	603,467	575,251
		520628 - OE Power Electricity	1,131,748	1,313,765	1,681,288
		520629 - OE Professional Affiliations	2,500	2,527	2,472
		520637 - OE Telephone/Pagers	7,000	7,075	6,920
	3520 - Facilities Maintenance Total		4,084,047	3,854,559	4,089,613
	3521 - Custodial Services	510301 - OS Custodial Salaries	0	0	0
		510311 - OS Auto Allowance	0	0	0
		510312 - OS Call Back	12,794	3,402	3,327
		510314 - OS Cust/Snow/Ice Removal	34,913	35,981	35,188
		510315 - OS Custodial Absence/Vacation	90,399	30,447	29,775
		510316 - OS Custodial Athletic Events	14,587	7,173	7,015
		510317 - OS Custodial Clothing Allow	15,750	39,902	39,022
		510320 - OS Longevity Cust	10,215	8,918	9,270
		510323 - OS Out Of Classification Salary	11,420	3,571	3,492
		510324 - OS Overtime Peakload Requirement	75,865	42,732	41,790
		510325 - OS Permit	38,102	13,783	13,480
		520409 - CTR Extermination Services	27,825	2,022	1,977
		520416 - CTR Professional Tech Services	68,671	69,406	67,874
		520507 - SM Custodial Supplies Cleaning	594,646	366,772	358,676
		520510 - SM Equipment Maintenance	8,216	2,022	1,977



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
		520514 - SM Food Supplies	0	0	0
		520521 - SM Misc Maintenance Supplies	1,050	0	0
	3521 - Custodial Services Total		1,004,454	626,131	612,863
332 - Facilities Total			5,088,502	4,480,690	4,702,476
333 - Information Technology	3510 - Information Technology	510101 - PS Administration Sal & Wages	0	0	0
		510102 - PS Teacher Salaries	209,630	213,833	221,199
		510116 - PS Longevity/Teachers	2,888	2,862	2,888
		510308 - OS Other Full Time Salaries	892,425	921,133	947,159
		510311 - OS Auto Allowance	0	0	0
		510328 - OS Temporary Salary Wages Other	2,792	12,099	25,887
		520416 - CTR Professional Tech Services	161,420	163,148	156,277
		520504 - SM Computer Software	104,690	107,535	345,444
		520505 - SM Computer Supplies	65,987	64,869	63,279
		520522 - SM Misc Supplies	31,229	32,373	28,763
		520523 - SM Office Supplies	12,600	14,555	11,506
		520605 - OE Computer Equipment Hardware	17,705	17,991	19,176
		520606 - OE Computer Network Telecom	17,440	17,627	16,779
		520637 - OE Telephone/Pagers	16,669	24,257	16,299
	3510 - Information Technology Total		1,535,476	1,592,282	1,854,656
	3511 - Student Data and Assessment	510308 - OS Other Full Time Salaries	0	0	0
		510328 - OS Temporary Salary Wages Other	15,000	15,161	14,827
		520416 - CTR Professional Tech Services	44,039	45,482	44,479
		520508 - SM Educational Supplies	8,073	15,161	14,827
	3511 - Student Data and Assessment Total		67,112	75,804	74,133
333 - Information Technology Total			1,602,588	1,668,086	1,928,789
334 - Transportation	3309 - Transportation - Special Ed In District	510308 - OS Other Full Time Salaries	674,248	671,189	703,872
		510328 - OS Temporary Salary Wages Other	186,549	21,639	21,162



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
		520404 - CTR Contracted Transportation	56,523	0	0
		520523 - SM Office Supplies	0	0	0
		520603 - OE Business Travel	0	0	0
		520637 - OE Telephone/Pagers	0	0	0
	3309 - Transportation - Special Ed In District Total		917,320	692,828	725,034
	3310 - Transportation - Special Ed Out of District	510101 - PS Administration Sal & Wages	0	0	0
		520404 - CTR Contracted Transportation	569,740	306,853	300,080
	3310 - Transportation - Special Ed Out of District Total		569,740	306,853	300,080
	3530 - Transportation - Regular Ed	510101 - PS Administration Sal & Wages	107,293	91,549	95,200
		510309 - OS Bus Monitors	0	0	0
		510320 - OS Longevity Cust	3,200	3,171	0
		510324 - OS Overtime Peakload Requirement	3,844	0	0
		520416 - CTR Professional Tech Services	8,324	8,413	8,228
		520504 - SM Computer Software	300	0	0
		520508 - SM Educational Supplies	5,774	4,080	3,991
		520510 - SM Equipment Maintenance	10,055	6,297	6,159
		520525 - SM Repro Paper Toner Supplies	0	100	98
		520602 - OE Advertising	0	0	0
		520610 - OE Field Trips	0	0	0
		520611 - OE Gas & Oil	59,359	94,506	92,420
		520621 - OE Motor Vehicle Repair	63,456	44,976	43,984
		520625 - OE Other Payments	83,200	84,090	82,234
		520629 - OE Professional Affiliations	367	900	881
		520650 - OE Vehicle Acquisition	41,530	9,097	8,897
	3530 - Transportation - Regular Ed Total		386,701	347,179	342,092
	3532 - Transportation Homeless	510328 - OS Temporary Salary Wages Other	357	0	0
		520404 - CTR Contracted Transportation	106,892	45,489	44,486



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
	3532 - Transportation Homeless Total		107,249	45,489	44,486
334 - Transportation Total			1,981,010	1,392,349	1,411,692
336 - Grants	3404 - METCO	510101 - PS Administration Sal & Wages	0	119,704	119,704
		510102 - PS Teacher Salaries	0	168,030	168,030
		510112 - PS Temp Salaries Professional	0	0	0
		510304 - OS Paraprofessional Salaries	0	91,868	91,868
		510328 - OS Temporary Salary Wages Other	0	4,323	4,323
		520404 - CTR Contracted Transportation	0	159,216	159,216
		520416 - CTR Professional Tech Services	0	25,000	25,000
		520508 - SM Educational Supplies	0	13,125	13,125
		520523 - SM Office Supplies	0	5,712	5,712
		520605 - OE Computer Equipment Hardware	0	3,500	3,500
		520629 - OE Professional Affiliations	0	750	750
	3404 - METCO Total		0	591,228	591,228
	3911 - Title I	510101 - PS Administration Sal & Wages	0	0	0
		510102 - PS Teacher Salaries	0	0	0
		510112 - PS Temp Salaries Professional	24,634	24,765	24,765
		510304 - OS Paraprofessional Salaries	132,195	109,188	109,188
		510310 - OS Part Time Salary Wages	0	0	0
		510328 - OS Temporary Salary Wages Other	0	0	0
		510330 - OS Workshops Stipends/Green Slip	140	820	820
		520416 - CTR Professional Tech Services	0	0	0
		520518 - SM Instructional Materials	0	5,000	5,000
		520528 - SM Textbooks Books Periodicals	0	0	0
		520622 - OE Mtrb Pension	1,117	0	0
		520626 - OE Pensions	0	9,827	9,827
		520641 - OE Title I Germaine Training	0	0	0



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
	3911 - Title I Total		158,086	149,600	149,600
	3912 - Title IIA Improving Teacher Quality	510112 - PS Temp Salaries Professional	46,792	48,050	48,050
		510330 - OS Workshops Stipends/Green Slip	5,233	0	0
		520416 - CTR Professional Tech Services	32,830	0	0
		520508 - SM Educational Supplies	0	14,297	14,297
		520629 - OE Professional Affiliations	0	0	0
		520639 - OE Title Ii Covenant Sch Training	1,109	512	512
		520640 - OE Title Ii Dearborn Sch Training	0	0	0
		520641 - OE Title Ii Germaine Training	0	0	0
		520642 - OE Title Ii St Agnes Training	720	2,965	2,965
		520643 - OE Title Iia-Arl Catholic	4,007	3,873	3,873
	3912 - Title IIA Improving Teacher Quality Total		90,691	69,697	69,697
	3913 - Title III ELL	510112 - PS Temp Salaries Professional	23,325	32,020	32,020
		510330 - OS Workshops Stipends/Green Slip	2,950	3,420	3,420
		520416 - CTR Professional Tech Services	5,075	12,977	12,977
		520518 - SM Instructional Materials	2,885	5,640	5,640
		520526 - SM Reproduction/Printing	0	0	0
	3913 - Title III ELL Total		34,235	54,057	54,057
	3915 - Special Education Early Childhood	510102 - PS Teacher Salaries	37,058	32,811	32,811
		510112 - PS Temp Salaries Professional	1,200	1,800	1,800
		510118 - PS Proportionate Share Professional Salaries	6,837	1,409	1,409
		510328 - OS Temporary Salary Wages Other	0	0	0
		510332 - OE Proportionate Share - Other Expenses	0	0	0
		520416 - CTR Professional Tech Services	4,839	5,000	5,000
		520508 - SM Educational Supplies	2,033	2,444	2,444
		520518 - SM Instructional Materials	0	0	0
		520622 - OE Mtrb Pension	4,132	2,953	2,953



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
		520651 - OE Teacher Leader Scholarships	627	127	127
	3915 - Special Education Early Childhood Total		56,725	46,544	46,544
	3916 - Special Education - 94 - 142	510101 - PS Administration Sal & Wages	63,473	87,541	87,541
		510102 - PS Teacher Salaries	1,552,544	1,166,530	1,166,530
		510112 - PS Temp Salaries Professional	19,580	0	0
		510118 - PS Proportionate Share Professional Salaries	139,891	152,528	152,528
		510119 - PS Significant Disproportionality - Professional Salaries	0	60,660	60,660
		510304 - OS Paraprofessional Salaries	0	0	0
		510332 - OE Proportionate Share - Other Expenses	0	0	0
		510333 - OS Significant Disproportionality - Other Salaries	0	0	0
		520404 - CTR Contracted Transportation	0	0	0
		520416 - CTR Professional Tech Services	35,745	0	0
		520422 - CS Proportionate Share - Contracted Services	585	0	0
		520423 - CS Significant Disproportionality - Contracted Services	0	212,550	212,550
		520501 - SM Supplies and Materials	0	0	0
		520622 - OE Mtrb Pension	134,126	112,866	112,866
		520651 - OE Teacher Leader Scholarships	1,861	14,512	14,512
	3916 - Special Education - 94 - 142 Total		1,947,805	1,807,187	1,807,187
	3998 - COVID-19	510101 - PS Administration Sal & Wages	0	379,784	0
		510102 - PS Teacher Salaries	55,090	95,000	0
		510112 - PS Temp Salaries Professional	21,100	7,800	0
		510304 - OS Paraprofessional Salaries	0	0	0
		510308 - OS Other Full Time Salaries	0	163,501	0
		510310 - OS Part Time Salary Wages	0	36,000	0
		520416 - CTR Professional Tech Services	187,615	137,116	0
		520504 - SM Computer Software	0	0	0





<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
		520508 - SM Educational Supplies	10,736	0	0
		520518 - SM Instructional Materials	0	13,708	0
		520527 - SM Testing Materials	0	0	0
		520604 - OE Capital Equipment/Furniture	320,227	0	0
		520617 - OE Insurance	0	0	0
		520622 - OE Mtrb Pension	-15,705	47,689	0
		520643 - OE Title Iia-Arl Catholic	0	0	0
	3998 - COVID-19 Total		579,062	880,598	0
	3999 - Systemwide Expense	510101 - PS Administration Sal & Wages	137,738	0	0
		510102 - PS Teacher Salaries	107,580	0	0
		510112 - PS Temp Salaries Professional	662	0	0
		510118 - PS Proportionate Share Professional Salaries	0	0	0
		510304 - OS Paraprofessional Salaries	93,823	0	0
		510308 - OS Other Full Time Salaries	0	0	0
		510319 - OS Substitute Teachers	0	0	0
		510328 - OS Temporary Salary Wages Other	262	0	0
		510330 - OS Workshops Stipends/Green Slip	0	0	0
		520404 - CTR Contracted Transportation	170,612	0	0
		520416 - CTR Professional Tech Services	38,378	0	0
		520423 - CS Significant Disproportionality - Contracted Services	0	0	0
		520505 - SM Computer Supplies	0	0	0
		520507 - SM Custodial Supplies Cleaning	0	0	0
		520508 - SM Educational Supplies	28,796	0	0
		520523 - SM Office Supplies	5,921	0	0
		520605 - OE Computer Equipment Hardware	4,367	0	0
		520622 - OE Mtrb Pension	-1,512	0	0



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
		520625 - OE Other Payments	0	0	0
		520629 - OE Professional Affiliations	1,681	0	0
		520638 - OE Tent Rentals	0	0	0
	3999 - Systemwide Expense Total		588,310	0	0
336 - Grants Total			3,454,915	3,598,911	2,718,313
399 - Systemwide	3201 - Health Services/Nursing	510204 - CS Longevity Clerical	0	0	404
		520508 - SM Educational Supplies	231	0	672
	3201 - Health Services/Nursing Total		231	0	1,076
	3202 - Guidance	510308 - OS Other Full Time Salaries	0	0	0
	3202 - Guidance Total		0	0	0
	3402 - Diversity, Equity & Inclusion	510101 - PS Administration Sal & Wages	0	0	135,200
		510102 - PS Teacher Salaries	0	0	97,770
		510201 - CS Clerical Salaries	0	0	60,970
		520508 - SM Educational Supplies	1,729	0	5,274
	3402 - Diversity, Equity & Inclusion Total		1,729	0	299,214
	3410 - Communications & Family Engagement	510101 - PS Administration Sal & Wages	6,973	0	132,600
		510112 - PS Temp Salaries Professional	0	0	0
		510201 - CS Clerical Salaries	0	0	60,970
		510202 - CS Temporary Clerical Help	0	0	0
		510308 - OS Other Full Time Salaries	0	0	209,000
		510328 - OS Temporary Salary Wages Other	0	0	0
		520401 - CTR Contracted Services	0	0	116,872
		520416 - CTR Professional Tech Services	0	0	0
		520501 - SM Supplies and Materials	0	0	24,964
		520504 - SM Computer Software	0	0	0
		520505 - SM Computer Supplies	0	0	0
		520601 - OE Other Expenses	0	0	53,019



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
	3410 - Communications & Family Engagement Total		6,973	0	597,425
	3511 - Student Data and Assessment	510101 - PS Administration Sal & Wages	0	0	132,600
	3511 - Student Data and Assessment Total		0	0	132,600
	3520 - Facilities Maintenance	510324 - OS Overtime Peakload Requirement	7,083	0	0
		520401 - CTR Contracted Services	120,000	300,000	250,000
		520407 - CTR Engineering Services	0	0	0
		520416 - CTR Professional Tech Services	500	0	0
		520510 - SM Equipment Maintenance	23,003	0	0
		520516 - SM Grounds Supplies	0	0	0
		520521 - SM Misc Maintenance Supplies	452	0	0
		520604 - OE Capital Equipment/Furniture	7,773	0	0
		520623 - OE Natural Gas	2,047	0	0
		520628 - OE Power Electricity	0	200,000	250,000
	3520 - Facilities Maintenance Total		160,858	500,000	500,000
	3522 - Energy Management	520416 - CTR Professional Tech Services	10,143	0	0
	3522 - Energy Management Total		10,143	0	0
	3901 - Summer Programs	520504 - SM Computer Software	0	0	0
	3901 - Summer Programs Total		0	0	0
	3902 - Extended Day	510310 - OS Part Time Salary Wages	8,000	0	0
	3902 - Extended Day Total		8,000	0	0
	3996 - Reserve for Budget Adjustments	510102 - PS Teacher Salaries	0	400,000	1,251,471
	3996 - Reserve for Budget Adjustments Total		0	400,000	1,251,471
	3999 - Systemwide Expense	510101 - PS Administration Sal & Wages	0	0	0
		510308 - OS Other Full Time Salaries	0	0	0
		510318 - OS Custodial/Overtime	200,741	0	0
		520401 - CTR Contracted Services	300	0	0
		520506 - SM Curriculum Supplies	0	33,497	0



<i>Department Description</i>	<i>Program Description</i>	<i>Object Description</i>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>
		520616 - OE Instructional Equipment	0	0	0
		520628 - OE Power Electricity	365,000	0	0
	3999 - Systemwide Expense Total		566,041	33,497	0
399 - Systemwide Total			753,975	933,497	2,781,786
<b>Grand Total</b>			<b>92,523,360</b>	<b>96,868,758</b>	<b>102,564,444</b>



**Town of Arlington  
Office of the Town Manager**

**James Feeney  
Town Manager**

**730 Massachusetts Avenue  
Arlington MA 02476-4908  
Phone (781) 316-3010  
Website: [www.arlingtonma.gov](http://www.arlingtonma.gov)**

To: Arlington Finance Committee

Cc: Ida Cody, Comptroller

Alex Magee, Finance Director

From: James Feeney, Town Manager

Dr. Elizabeth Homan, Superintendent of Schools

Date: March 19, 2024

**Re: FY24 Reserve Fund Transfer – Arlington Public Schools**

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As Finance Committee Members may recall, a commitment was made to the School Department to increase the FY24 operating budget by an additional \$400,000 in advance of the most recent override election held on November 11, 2023; however, the approved ballot question as written provided for an effective date of July 1, 2024. As such, all additional override funding would not be collected until FY25.

This resulted in the Committee, as well as Town Meeting, ultimately moving to take no action on Article 2 of the Special Town Meeting held in the Fall, which called for a contingent appropriation pending passage of the override. At that time, since that action was no longer feasible, it was understood the additional funds would be appropriated at the Annual Town Meeting via a budget amendment or that a reserve fund transfer might be considered. Article 38

was inserted with intention of appropriating the funds from the Override Stabilization Fund to meet this need. However, operational issues make earlier funding advisable.

Relying on the funding commitment, the School Committee reached agreement with the Arlington Education Association Unit D to provide competitive compensation for paraprofessionals in December 2023. The agreement took immediate effect, providing increased pay to members of the bargaining unit within FY24. In accordance with past practice, and as a strong internal fiscal control established over a decade ago, all funds due for employee salaries were encumbered for the remainder of the fiscal year at the newly negotiated higher rate of pay. In the absence of the additional \$400,000, the School Department's salary budget is now in deficit, which creates operational hurdles within the School Business Office, and similar challenges for the Comptroller.

In consideration of the foregoing, we respectfully request the Finance Committee consider approving a transfer of \$400,000 from the Reserve Fund.

## Re: School Questions - Information

Reference 4

jgriff <j\_cgriff@verizon.net>

Sun 3/24/2024 6:45 PM

To:jtremy90@gmail.com <jtremy90@gmail.com>;jennifer.susse@gmail.com <jennifer.susse@gmail.com>;sophiemigliazzo@yahoo.com <sophiemigliazzo@yahoo.com>;bsbcpa@aol.com <bsbcpa@aol.com>;Carolyn White <cawhitema@gmail.com>;rebeccayoungin@gmail.com <rebeccayoungin@gmail.com>;Josh Lobel <josh.lobel@gmail.com>;Charlie Foscett <charlie.foscett@foskettco.com>;darrel.harmer@gmail.com <darrel.harmer@gmail.com>;annie@lacourt.net <annie@lacourt.net>;Alan Jones <jones@carr-jones.com>;cheigham@comcast.net <cheigham@comcast.net>;peggy.bliss99@gmail.com <peggy.bliss99@gmail.com>;Allan and Barbara Tosti <abtosti@outlook.com>;grantgibian@gmail.com <grantgibian@gmail.com>;Christine Deshler <christinedeshler@hotmail.com>;dean.carman@verizon.net <dean.carman@verizon.net>;dmckenna077@gmail.com <dmckenna077@gmail.com>;tarawbradley@gmail.com <tarawbradley@gmail.com>;Tara Bradley <tbradley@town.arlington.ma.us>

Cc:Jordan Remy <jremy@town.arlington.ma.us>;Jennifer Susse <jsusse@town.arlington.ma.us>;Sophie Migliazzo <smigliazzo@town.arlington.ma.us>;Brian Beck <bbeck@town.arlington.ma.us>;Carolyn White <cawhite@town.arlington.ma.us>;Rebecca Youngin <ryoungin@town.arlington.ma.us>;Josh Lobel <jlobel@town.arlington.ma.us>;Michael Ruderman <mruderman@town.arlington.ma.us>;Charlie Foscett <cfoscett@town.arlington.ma.us>;John Griffin <jgriffin@town.arlington.ma.us>;Darrel Harmer <dharmer@town.arlington.ma.us>;Annie LaCourt <alacourt@town.arlington.ma.us>;Alan Jones <ajones@town.arlington.ma.us>;Christopher Heigham <cheigham@town.arlington.ma.us>;Peggy Bliss <pbliss@town.arlington.ma.us>;Allan Tosti <atosti@town.arlington.ma.us>;Grant Gibian <ggibian@town.arlington.ma.us>;Christine Deshler <cdesher@town.arlington.ma.us>;Dean Carman <dcarman@town.arlington.ma.us>;David McKenna <dMckenna@town.arlington.ma.us>

 2 attachments (358 KB)

2023 Prop 2 1\_2 Override \_ DOR Question - Response.pdf; FYE School Budget Questions (3.24.24).pdf;

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

In the interest of time, I am forwarding my School Questions to the full Committee. Dean/Josh/Peggy, I defer to you on whether to send them over before meeting or address at meeting.

I am also re-sending an email Tara sent out last week regarding a question I posed to Mass DOR on whether the Town was obligated to fund programs approved by the Select Board along with a General Override. (See attached). I think it's important to review this.


We may fully support the Select Board's spending proposals, but we should do so independently. Thanks.

John P. Griffin  
(617) 388-0672

On Saturday, March 23, 2024 at 03:17:20 PM EDT, Tara Bradley <tbradley@town.arlington.ma.us> wrote:

Hi all,

I'm resending this email from this morning as it seems not everyone received.

Please see the School Committee's Proposed FY25 Budget presentation to FinCom and an updated APS Superintendent's Proposed FY25 Budget - both located in  [Schools](#).

To view the APS Superintendent's Proposed FY25 Budget with clearer images, please view it [here](#) (link to School Google Drive).

Sincerely,  
Tara

Tara Bradley  
Executive Secretary to the Arlington Finance Committee  
Email: [tbradley@town.arlington.ma.us](mailto:tbradley@town.arlington.ma.us)  
Cell: 802-673-2782

---

**From:** Tara Bradley <tbradley@town.arlington.ma.us>  
**Sent:** Saturday, March 23, 2024 4:17 AM  
**Subject:** Update to 3/25 Meeting Agenda Materials

Hi all,

Please see the School Committee's Proposed FY25 Budget presentation to FinCom and an updated APS Superintendent's Proposed FY25 Budget - both located [here](#).

To view the APS Superintendent's Proposed FY25 Budget with clearer images, please view it [here](#) (link to School Google Drive).

Sincerely,  
Tara

Reference 5

Tara Bradley  
Executive Secretary to the Arlington Finance Committee  
Email: tbradley@town.arlington.ma.us  
Cell: 802-673-2782

---

**From:** Tara Bradley

**Sent:** Thursday, March 21, 2024 6:14 PM

**To:** jtremy90@gmail.com <jtremy90@gmail.com>; jennifer.susse@gmail.com <jennifer.susse@gmail.com>; sophiemigliazzo@yahoo.com <sophiemigliazzo@yahoo.com>; bsbcpa@aol.com <bsbcpa@aol.com>; Carolyn White <cawhitema@gmail.com>; rebeccayounkin@gmail.com <rebeccayounkin@gmail.com>; Josh Lobel <josh.lobel@gmail.com>; Charlie Foscett <charlie.foscett@foskettco.com>; j\_cgriiff@verizon.net <j\_cgriiff@verizon.net>; darrel.harmer@gmail.com <darrel.harmer@gmail.com>; annie@lacourt.net <annie@lacourt.net>; Alan Jones <jones@carr-jones.com>; cheigham@comcast.net <cheigham@comcast.net>; peggy.bliss99@gmail.com <peggy.bliss99@gmail.com>; Allan and Barbara Tosti <abtosti@outlook.com>; grantgibian@gmail.com <grantgibian@gmail.com>; Christine Deshler <christinedeshler@hotmail.com>; dean.carman@verizon.net <dean.carman@verizon.net>; dmckenna077@gmail.com <dmckenna077@gmail.com>

**Cc:** Jordan Remy <jremy@town.arlington.ma.us>; Jennifer Susse <jsusse@town.arlington.ma.us>; Sophie Migliazzo <smigliazzo@town.arlington.ma.us>; Brian Beck <bbeck@town.arlington.ma.us>; Carolyn White <cawhite@town.arlington.ma.us>; Rebecca Younkin <ryounkin@town.arlington.ma.us>; Josh Lobel <jlobel@town.arlington.ma.us>; Michael Ruderman <mruderman@town.arlington.ma.us>; Charlie Foscett <cfoscett@town.arlington.ma.us>; John Griffin <jgriffin@town.arlington.ma.us>; Darrel Harmer <dharmer@town.arlington.ma.us>; Annie LaCourt <alacourt@town.arlington.ma.us>; Alan Jones <ajones@town.arlington.ma.us>; Christopher Heigham <cheigham@town.arlington.ma.us>; Peggy Bliss <pbliss@town.arlington.ma.us>; Allan Tosti <atosti@town.arlington.ma.us>; Grant Gibian <ggibian@town.arlington.ma.us>; Christine Deshler <cdeshler@town.arlington.ma.us>; Dean Carman <dcarman@town.arlington.ma.us>; David Mckenna <dMckenna@town.arlington.ma.us>; Tara Bradley <tbradley@town.arlington.ma.us>

**Subject:** 3/25 Meeting Agenda Materials

Hi all,

Please see the 3/25 meeting agenda materials attached and below.

**[3/25 Agenda](#)**

**[Reference 1: FY2025 Superintendent's Proposed Budget 20240320](#)**

**[Reference 2: Memo to FinCom FY24 Reserve Fund Transfer for Schools 20240319](#)**

**[Reference 3: Answers to FinCom Questions on School Dept](#)**

A separate email on outstanding meeting minutes to come later.

Sincerely,  
Tara

Tara Bradley  
Executive Secretary to the Arlington Finance Committee  
Email: tbradley@town.arlington.ma.us  
Cell: 802-673-2782



## 2023 Prop 2 1/2 Override / Spending Information

---

From: jgriff (j\_cgriff@verizon.net)

To: tbradley@town.arlington.ma.us

Date: Wednesday, March 20, 2024 at 11:27 AM EDT

---

Tara -- can you send this to the full Finance Committee. Thank you.

\*\*

I spoke with John Gannon a Municipal Law Attorney at the Massachusetts Department of Revenue regarding Arlington's 2023 Override. I read him the override language used on the ballot, (pasted below).

***“Shall the Town of Arlington be allowed to assess an additional \$7,000,000 in real estate and personal property taxes for the purposes of funding the operating budgets of the Town and the Public Schools for the fiscal year beginning July first, 2024?”***

I also explained to him that the Select Board approved specific programs in connection with their approval of the Override (see attached Select Board minutes, June 5, 2023).

I then asked him if the Town has any legal obligation to fund those programs approved by the Select Board, which were not included on the ballot.

He said there is no obligation to fund those programs. Its was a general funding override and the money can be used generally to fund the town and schools.

We very well may end up approving these programs as outlined in the Select Board's minutes. But I want to make sure we fulfill our obligations of approving the FY 2025 Town Budgets independently and not deferring to legal obligations that do not exist.

For further reference see *Proposition 2½ Ballot Questions , Requirements and Procedures (August 2017)*. You will see there is an obligation to spend money on items included in the purpose of the override, as in the example pasted below. But that was not the case in Arlington's 2023 Override. See link: [download \(mass.gov\)](#)

***Shall the Town of Yourtown be allowed to assess an additional \$200,000 in real estate and personal property taxes for the purposes of funding four full-time firefighter positions for the fiscal year beginning July 1, ?***

Thank you.



Minutes\_2023\_6\_5\_Meeting(1284).pdf  
180.8kB

# The FY25 School Dept Budget

## Unofficial intro to this year's School Budget.

This year has been somewhat challenging for the School Dept to assemble their budget due to an unexpected departure for CFO Michael Mason who is leaving for a new career opportunity – Deputy City Manager for the City of Chelsea. His last day in Arlington is Friday 3/22, but he has been essentially on leave since his family welcomed a new baby in late January.

The Superintendent's budget is being circulated to the committee. If you have downloaded an earlier version, you will find that there have been some changes/corrections and I anticipate that there will still be changes before the final presentation on Monday. However, the basics of the budget are in place. You will find a helpful summary of the major changes on pages 20 and 21. These explain the +7,173,914 change FY24 to FY25. The major portion is salary increases to make Arlington more competitive with our peer communities.

## Questions:

During the course of our meetings, some questions have been raised about the school department budget.

Here are some unofficial answers.

- 1) Why are we spending several hundred thousand dollars to add classrooms to Gibbs – isn't enrollment declining – are there better options?
  - a. Gibbs was created as a 6<sup>th</sup>-grade only school to relieve pressure on Ottoson (was 6-8) as enrollments grew. Gibbs was reclaimed and put back online as a school facility several years ago
  - b. The middle school (and Gibbs) model, is to divide the grade into learning clusters of 80-100 students who all take core curriculum together. This creates a more supportive social cohort, and is seen as a transitional model between the 7 Elementary Schools and 1 High School
  - c. When Gibbs first came online, they had 4 learning clusters. As enrollment stretched above 440, a 5<sup>th</sup> cluster was added. This cluster has been utilizing unscheduled rooms around the building (e.g. when technology, languages, family and consumer studies, etc. were not using the room). That wasn't optimal, hence the desire to add these dedicated spaces for the cluster
  - d. Enrollment at Gibbs is expect at over 500 next year, then 480-500 the next 4 years, and then perhaps declining. Again, around 400 would be the threshold to revert to 4 learning clusters, so the need is likely to persist at least in the nearish future.

- e. The original estimate for the division was 100K, but in the bidding process it was determined that an additional 250K would be needed for HVAC and accessibility improvements.
- 2) Are Special Education costs tracking close to the agreed upon inflation factor (6.5%) If lower, then we should adjust formulas.
- a. Numbers on the state DESE website, although official, may not tell the whole story.
  - b. There is a lag in the circuit breaker between when we incur the costs, and when state reimbursement happens.
  - c. When we look at our costs internally, it would appear that growth is at least 7%
  - d. Further analysis can be done and we can review this before next year
- 3) Why should we spend the Override \$?
- a. As noted in the Superintendent's introduction, these are the main drivers of the budget increases in the FY25 budget (taken from pg 11):
    - i. *Allocations to support competitive compensation in preparation for bargaining with AEA Unit A*
    - ii. *Allocations to support increased salaries for AEA Unit D Paraprofessionals, as agreed to in December 2023*
    - iii. *Additional personnel resources to support elementary literacy, special education, and custodial services at the building level, and*
    - iv. *Additional resources to support the effective maintenance and operations of the Arlington Public Schools and to maintain effective learning spaces with adequate technologies.*
  - b. The first 2 items are to help to bring Arlington into a more competitive salary scale with our peer communities in order to increase effective hiring and retention, as well as general fairness
  - c. The salary negotiations for Unit D have been completed, Unit A is ongoing
  - d. Although we may not be required to do this by law, this was the promise to the voters, and they approved the override.

**FIN COM**  
**School Budget**  
**Questions**  
**March 24, 2024**

1. Menotomy Pre-School –
  - How many new *Specialized Support Paraprofessionals* are budgeted for Menotomy? Page 21 says two. Page 48 says one.
  - Also, with the new *8th integrated classroom (page 48)*, should additional revenues be included in budget? Looks like revenue is down 14.5%. Page **15**.
2. What is the new Inclusion Specialist Position at Hardy (\$95,150). Page 21
3. Related to items pasted below.
  - a) Is \$1.2 million reserve appropriate?
  - b) What is increase in Communications & Family Engagement
  - c) What is increase in Diversity, Equity & Inclusion? Can school liaise with Town DEI Commission. Similar to how School liaises with Police Dept for School Resource Officer? Full DEI Town Budget (269,470). Combined with Schools: (569,300).
  - d) FY 24 Budget had *Out of District Tuition at \$3.2 million*. So did earlier versions of this budget. Is something else included in the \$5.2 million that wasn't historically included in that line?

<b>Program Description</b>	<b>FY22 Actual</b>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>	<b>Incr (Decr)</b>
3996 - Reserve for Budget Adjustments	0	0	400,000	1,251,471	851,471
3410 - Communications & Family Engagement	0	6,973	0	597,425	597,425
3402 - Diversity, Equity & Inclusion	4,081	10,627	8,493	308,323	299,830
3306 - Out of District Tuition	5,339,796	4,454,005	5,593,517	5,271,442	(322,075)

**FIN COM**  
**School Budget**  
**Questions**  
**March 24, 2024**

1. Menotomy Pre-School –
  - How many new *Specialized Support Paraprofessionals* are budgeted for Menotomy? Page 21 says two. Page 48 says one.  
*Two. There is a part time SSP moving into that role so the preschool was looking at it as adding one other person, but it is 2.0 FTE increase overall.*
  - Also, with the new *8th integrated classroom (page 48)*, should additional revenues be included in budget? Looks like revenue is down 14.5%. Page 15.  
*Page 15 shows spending from revolving funds, not revenue. The Menotomy revolving fund had a balance built up in prior years that was spent down in FY23 and 24, thus the planned decline in spending. We do expect an increase in revenue, but like the town we budget fee revenue very conservatively.*
2. What is the new Inclusion Specialist Position at Hardy (\$95,150). Page 21  
*The Inclusion Specialist is at Thompson. Thompson has large class sizes in grade 2. It is also our school with the highest share of high needs students. Due to space constraints, instead of adding another section we have a licensed teacher working within that grade to deliver additional instruction to those kids in the larger classes.*
3. Related to items pasted below.
  - a) Is \$1.2 million reserve appropriate?  
*This is reserved for collective bargaining.*
  - b) What is increase in Communications & Family Engagement  
*We consolidated the following positions into a new department.*  
 3410 - Communications and Family Engagement  

ADMINISTRATIVE ASSISTANT - FULL YEAR	0.50 FTE		
COMMUNICATIONS SPECIALIST	0.60 FTE		
DIRECTOR OF COMMUNICATION & FAMILY ENGAGEMENT	1.00 FTE	1.00	0.00
ENROLLMENT AND ENGAGEMENT SPECIALIST	2.00 FTE		

*All positions were included in the FY24 budget, except the administrative assistant, which is a 1.0 FTE shared with the DEIBJ team. That position was added during the year in response to the needs of the welcome center in the new High School, which requires front desk administrative support.*  
*As noted on page 23, a 1.0 Communications Specialist funded by the ESSER grant in FY24 is being continued as a 0.6 FTE position in the town appropriation funded budget in FY25.*
  - c) What is the increase in Diversity, Equity & Inclusion? Can school liaise with Town DEI Commission. Similar to how School liaises with Police Dept for School Resource Officer? Full DEI Town Budget (269,470). Combined with Schools: (569,300).  
*Similar to (b), this is a consolidation of positions into a new department.*  

ADMINISTRATIVE ASSISTANT - FULL YEAR	0.50 FTE
DDEIJ SPECIALIST	1.00 FTE
DIRECTOR OF EQUITY, ACCESS, INCLUSION, JUSTICE & BELONGING	1.00 FTE

*All positions were included in the FY24 budget except the administrative assistant as noted above. As noted on page 23, a 1.0 Diversity, Equity, Inclusion Specialist funded by the ESSER grant in FY24 is being continued as a 1.0 FTE position in the town appropriation funded budget in FY25.*

*The APS DEIBJ team coordinates with the town DEI team but they both serve very different purposes. The town DEI team does not have the capacity to deliver curriculum and support with the Arlington Public Schools.*

- d) FY 24 Budget had *Out of District Tuition* at \$3.2 million. So did earlier versions of this budget. Is something else included in the \$5.2 million that wasn't historically included in that line?

*It depends on whether you are looking at a table that has only the Town Appropriation or one that has funding from All Sources. The town receives reimbursement from the state for a share of out of district tuition costs (called the Circuit Breaker). For FY25, about \$3.4M is funded from the town appropriation and \$1.8M is funded from the Circuit Breaker for out of district tuition.*

<b>Program Description</b>	<b>FY22 Actual</b>	<b>FY23 Actual</b>	<b>FY24 Budget</b>	<b>FY25 Budget</b>	<b>Incr (Deer)</b>
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## ***TOWN OF ARLINGTON, MA***

# Trust Funds Investment Policy Statement

Established October 2007, Amended Appendices August 2008, Amended July 2009, Amended October 2009,  
Reviewed October 2010, Amended Appendices October 2011, Reviewed October 2012, Reviewed October 2013,  
Amended October 2014, Reviewed & Edited October 2015.



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## ***TOWN OF ARLINGTON, MA***

### **Trust Funds Investment Policy Statement**

Established October 2007, Amended Appendices August 2008, Amended July 2009, Amended October 2009,  
Reviewed October 2010, Amended Appendices October 2011, Reviewed October 2012, Reviewed October 2013,  
Amended October 2014, Reviewed & Edited October 2015.

### **INTRODUCTION**

The principal purpose of this Statement is to provide long-term direction for the investments of the Town of Arlington. A secondary purpose is to describe for the Office of Treasurer & Collector of Taxes, the public, and staff the underlying logic and philosophy supporting this Statement.

Setting investment policy is the most critical phase of the entire investment process. The effects of a good or bad investment policy can be more important than the effects of good or poor investment management. To be successful, an Investment Policy needs to be appropriate for its institutional setting and intended purpose. This policy needs to match the needs of the Operating Funds, Regular and/or General Funds, and Trust Funds future anticipated requests or periodic disbursements to the financial assets most likely to meet those cash flow needs. The best way to minimize investment risk is to match, as closely as possible, the timing of future liabilities with the timing of future cash flows from the portfolio assets.

The policy statement is also designed to withstand "trustee risk" — the possibility that, at some stress point (most frequently an extreme decline in the stock or bond markets), those who oversee the funds may react in a manner detrimental to the long-term health of the Trust Funds.

### **PRINCIPLES**

Outlined below are principles, which shall serve as a guide in establishing this Investment Policy Statement.

The Town Treasurer/Custodian of Funds shall meet and review periodically with the Board of Trust Fund Commissioners, the Library Board of Trustees, and the Board of Cemetery Commissioners to review the Town's policy, investment position, asset allocation, yield, and long-term direction. This Investment Policy shall be reviewed annually, delivered to each board cited above, the Town Comptroller, and submitted to the Town's auditors.

All investments shall be made in accordance with Chapter 44, Sections 54 and 55 of the Massachusetts General Laws (See appendix A), and/or M.G.L. Chapter 203C Sections 1 – 11 (See Appendix B), and/or M.G.L. Chapter 180A (See Appendix C), and/or M.G.L. Chapter 41 Section 46 (See Appendix D), and/or Chapter 114 Section 25 (See Appendix E), and/or Chapter 40 Section 5B, 5D (See Appendix F), and/or Chapter 44 Section 53F1/2 (See Appendix G), and/or Chapter 167 Section(s) 15A & 15B (See Appendix H).

The guiding tenet, in order of priority, for the investing of all Town funds is:

- Safety
- Liquidity
- Yield

The Town of Arlington is both a short-term and long-term investor.

### **Short-term Investing**

For short-term investing, the Treasurer shall continually review and investigate banking and financial institution rates sheets for the best yield available for short term deposits in certificates of deposit (CDs), money market accounts (MMAs), and government obligations (such as Treasury bonds/notes).



The Treasurer shall, at least semi-annually, investigate the viability, solvency, and “rating” of banks and any other financial institution via generally accepted rating mechanisms or institutions, such as “VeriBank”.

The primary depository shall be the General Account of the Town’s Banking Institution, when favorable to the Town, followed by the Massachusetts Municipal Depository Trust (MMDT), if and when favorable. Moving funds from depositories shall be based on a positive benefit to the Town. Movement of funds for short-term investment should equate to a gain of ten to fifteen basis points (0.10% to 0.15%), or other considerations that equal this. Short term investing shall not carry a term-length longer than nine to twelve months. Any short-term investment product carrying a term of more than three months shall not carry a deposited balance exceeding one million dollars. Any depository account exceeding a balance of five-hundred-thousand dollars shall be collateralized, or protected in some other way such as a bond issued by the depository institution, or insurance such as the DIF (Depositors Insurance Fund).

### **Long-term Investing**

The Town purchases long-term assets, such as equities, which tend to have high returns over many years but whose price volatility precludes their use by those with shorter time horizons. By keeping our long-term focus in mind at all times, we hope to weather the periodic bad times.

We expect this long term view to provide us with better results than will be earned by those who pick short term investments or who abandon ship during turbulent times. We also expect that equities will serve as a hedge against eroding trust fund values due to long-term inflationary trends.

We expect the stock market to provide greater total returns than the bond market does. We say this in a long-term sense, knowing that both economies and markets suffer periodic (but normally brief) declines, and knowing that there have been periods when cash and bonds outperform stocks.

We expect the relationship between the economy, the stock market, and inflation that has been in existence for the past 40 years to continue. We expect the American economy to show modest real growth over full business cycles, after allowance for occasional recessions. We expect stock prices to grow slightly faster than inflation, although the naturally volatile nature of the stock market will make such growth invisible except when observed over longer periods of time. We expect cash dividends from stocks also to grow slightly faster than inflation, and to fluctuate much less than stock prices do.

We expect continued inflation. Its timing and severity we cannot predict, but we believe it will be of sufficient magnitude that to ignore it would threaten our ability to meet our long-term objectives.

Our definition of risk is not always the common one. Most investors define investment risk in terms of the volatility of short-term total returns. This definition is appropriate for funds with a very short-term time horizon, but inappropriate for perpetual funds such as Trust Funds and/or Stabilization Funds, and Scholarship Funds. Our managed funds bear three potential kinds of risk. One comes from any mismatch between the natural cash flows out of the Trusts (the amount requisitioned from the Trusts) and the cash flows coming in (from dividends and interest). A second source of risk is the possibility that the assets in the funds do not perform the way the investment manager(s) or we expect them to. The third form of risk is that of reacting inappropriately at a volatile period, most likely after a severe market decline. We hope to minimize these risks to as great a degree as is possible without harming Town Funds’ long-term objectives. Given our intention of not spending principal, we define its risk in terms of threats to its income stream. Market value fluctuations are of secondary importance unless individual assets have permanently impaired values and must be liquidated to preserve remaining value.

### **STRATEGY**

The contracted Investment Manager(s) will utilize the following investment guidelines in terms of asset allocation. This policy is subject to review and amendment at any time.

The Investment Manager(s) may use separately managed accounts, co-mingled trusts and mutual funds, as appropriate, with the approval of the Town Treasurer. Rating agency inquiries should be utilized on a regular basis.



The portfolio asset allocation investment guidelines are:

- 0 - 5% cash and cash equivalents. Cash will be maintained to provide periodic cash distributions. Cash will not normally be held as a strategic investment asset, although the Investment Manager may seek to allow cash to build to the maximum level in times of market uncertainty.
- 30 - 50% Fixed Income - normalized at 40%. To ensure appropriate diversification and minimize sector risk, investing primarily in high-quality taxable bonds, notes, and other credits. The goal is to provide returns competitive with, and price volatility similar to, Barclays Capital Government/Credit Index.
- 45 - 70% Equities - normalized at 60%. To ensure appropriate diversification and to minimize risk, the portfolio should be invested in both Domestic and International Equity. Domestic Equity allocation will be in the 30 - 60% range normalized at 50%. The goal is to provide Domestic Equity returns and price volatility similar to the S&P 500 index. International Equity allocation will be in the 0 - 20% range normalized at 10%. The goal is to provide International Equity returns and price volatility similar to the FTSE All World ex-US Index.

Adequate diversification and risk controls must be maintained within each sub-category. An appropriate benchmark for the overall asset class of equities, as well as each sub-strategy, will be determined and agreed upon between the Town Treasurer and the Investment Manager(s).

### **PERFORMANCE MEASUREMENT & EVALUATION**

The Funds' performance will be measured by comparison with their stated objectives in comparison to their respective benchmarks.

To monitor the intermediate term performance of the Funds, the Treasurer will compare the investment manager's results to a blended benchmark, to be determined in conjunction with the Investment Manager(s).

Rebalancing of the portfolios should happen at least annually, if appropriate, and approved by the Treasurer.

It is expected that the performance returns of the Trust Funds, and any sub-strategy, will outperform their respective benchmarks, net of fees, on a long-term (business cycle) basis.

### **SUPERVISION**

(1) The Treasurer will meet with the investment manager(s) as frequently as semi-annually to monitor the performance of the funds and the investment manager(s) compliance with these guidelines. The Treasurer will receive and review portfolio management reports quarterly.

(2) The Treasurer will review this Investment Policy Statement at least once a year to ensure that it remains appropriate and complete. The Treasurer will review the performance of investments annually with the Board of Trust Fund Commissioners, the Board of Library Trustees, and the Cemetery Commission.

(3) The Treasurer has the option to put the management of funds out for bid periodically, and shall consider such option not less frequently than every five years, through a request for information, request for proposal, or similar process as required by law or town policy. The Town Treasurer, in exercising said option, shall issue either a Request for Information and/or Request for Proposal to include one or all of: an Investment Consultant, an Investment Manager, and an Institutional Custodian.

Adopted by the Town Treasurer & Collector of Taxes

Signed and Dated:

Signature:

  
Treasurer & Collector of Taxes

Date: 10/30/15 (Treasurer Seal)



**CHAPTER 44. MUNICIPAL FINANCE****MISCELLANEOUS PROVISIONS****Chapter 44: Section 54. Investment of trust funds**

Section 54. Trust funds, including cemetery perpetual care funds, unless otherwise provided or directed by the donor thereof, shall be placed at interest in savings banks, trust companies incorporated under the laws of the commonwealth, banking companies incorporated under the laws of the commonwealth which are members of the Federal Deposit Insurance Corporation, or national banks, or invested by cities or towns in participation units in a combined investment fund under section thirty-eight A of chapter twenty-nine, or in paid-up shares and accounts of and in co-operative banks, or in shares of savings and loan associations or in shares or savings deposits of federal savings and loan associations doing business in the commonwealth to an amount not exceeding one hundred thousand dollars, or in bonds or notes which are legal investments for savings banks. Cities and towns having such funds in the custody of the treasurer in an aggregate amount in excess of two hundred and fifty thousand dollars may also invest such funds in securities, other than mortgages or collateral loans, which are legal for the investment of funds of savings banks under the laws of the commonwealth; provided, that not more than fifteen per cent of any such trust funds shall be invested in bank stocks and insurance company stocks, nor shall more than one and one-half per cent of such funds be invested in the stock of any one bank or insurance company. This section shall not apply to the city of Boston.

**Chapter 44: Section 55. Public funds on deposit; limitations; investments**

Section 55. A city, town, or district or regional school district shall not at any one time have on deposit in a bank or trust company or banking company an amount exceeding sixty per cent of the capital and surplus of such bank or trust company or banking company, unless satisfactory security is given to it by such bank or trust company or banking company for such excess. The treasurer of any city, town, district or regional school district shall not deposit funds for which he is accountable in any bank, trust company or banking company with which such treasurer is associated as an officer or employee or has been associated as an officer or employee at any time during the three years immediately preceding the date of any such deposit. For the purpose of paying the principal or interest due on any bond, note or other obligation of the city of Boston, which is payable or requested to be paid in the city of New York, the city of Boston may keep on deposit in any national bank or trust company in the city of New York a sum not exceeding in the aggregate twenty-five thousand dollars; provided, that for a period of two weeks prior to the date of any such payment or payments, said amount may be increased by a sum or sums sufficient to cover the same. A treasurer of a city, town, district or regional school district may invest such portion of revenue cash as he shall deem not required to pay expenses until such cash is available and all or any part of the proceeds from the issue of bonds or notes, prior to their application to the payment of liabilities incurred for the purposes for which the bonds or notes were authorized, in term deposits or certificates of deposit, in trust companies, national banks, savings banks, banking companies or cooperative banks, or in obligations issued or unconditionally guaranteed by the United States government or any agency thereof and having a maturity from date of purchase of one year or less, or in United States government securities or securities of United States government agencies purchased under an agreement with a trust company, national bank or banking company to repurchase at not less than the original purchase price of said securities on a fixed date, not to exceed ninety days or in shares of beneficial interest issued by money market funds registered with the Securities and Exchange Commission under the Investment Company Act of 1940, as amended, operated in accordance with Section 270.2a-7 of Title 17 of the Code of Federal Regulations, that have received the highest possible rating from at least one nationally recognized statistical rating organization and the purchase price of shares of beneficial interest purchased pursuant to this section shall not include any commission that these companies may charge, or in participation units in a combined investment fund under section thirty-eight A of chapter twenty-nine; provided, however, that no temporary notes in anticipation of revenue shall be issued under section four as long as any revenue cash, exclusive of revenue sharing or other revenue cash the use of which is restricted to purposes other than current maintenance expenses, remain so invested.



## **Investment Policy Statement APPENDIX B.**

### **CHAPTER 203C. PRUDENT INVESTMENT**

#### **Chapter 203C: Section 1. Citation**

Section 1. This chapter shall be known as and may be cited as the Massachusetts Prudent Investor Act.

#### **Chapter 203C: Section 2. Trustees managing trust assets; duty to comply with prudent investor rule**

Section 2. (a) Except as provided in subsection (b), a trustee who invests and manages trust assets shall owe a duty to the beneficiaries of a trust to comply with the prudent investor rule set forth in this chapter.

(b) The prudent investor rule may be expanded, restricted, eliminated or otherwise altered by the provisions of a trust. A trustee shall not be liable to a beneficiary to the extent that the trustee acted in reasonable reliance on the provisions of the trust.

#### **Chapter 203C: Section 3. Investment and management decisions**

Section 3. (a) A trustee shall invest and manage trust assets as a prudent investor would, considering the purposes, terms, and other circumstances of the trust, including those set forth in subsection (c). In satisfying this standard, the trustee shall exercise reasonable care, skill, and caution.

(b) A trustee's investment and management decisions respecting individual assets shall be considered in the context of the trust portfolio as a part of an overall investment strategy reasonably suited to the trust.

(c) Among circumstances that a trustee shall consider in investing and managing trust assets are such of the following as are relevant to the trust or its beneficiaries:

- (1) general economic conditions;
- (2) the possible effect of inflation or deflation;
- (3) the expected tax consequences of investment decisions or strategies;
- (4) the role that each investment or course of action plays within the overall trust portfolio;
- (5) the expected total return from income and the appreciation of capital;
- (6) other resources of the beneficiaries;
- (7) needs for liquidity, regularity of income, and preservation or appreciation of capital; and
- (8) an asset's special relationship or special value, if any, to the purposes of the trust or to one of the beneficiaries.

(d) A trustee shall make a reasonable effort to verify facts relevant to the investment and management of trust assets.

(e) A trustee may invest in any kind of property or type of investment consistent with the standards of this chapter.

(f) A trustee who has special skills or expertise, or is named trustee in reliance upon the trustee's representation that the trustee has such special skills or expertise, shall have a duty to use such special skills or expertise.

#### **Chapter 203C: Section 4. Diversification**

Section 4. A trustee shall reasonably diversify the investments of the trust unless, under the circumstances, it is prudent not to do so.

#### **Chapter 203C: Section 5. Review of assets**

Section 5. Within a reasonable time after accepting a trusteeship or receiving trust assets, a trustee shall review the trust assets and make and implement decisions concerning the retention and disposition of assets, in order to bring the trust portfolio into compliance with the purposes, terms, and the other circumstances of the trust, and with the requirements of this chapter.

### **Chapter 203C: Section 6. Beneficiaries' interests**

Section 6. A trustee shall invest and manage the trust assets solely in the interest of the beneficiaries.

### **Chapter 203C: Section 7. Two or more beneficiaries**

Section 7. If a trust has two or more beneficiaries, the trustee shall act impartially in investing and managing the trust assets, taking into account any differing interests of the beneficiaries.

### **Chapter 203C: Section 8. Costs incurred**

Section 8. In investing and managing trust assets, a trustee shall incur only costs that are appropriate and reasonable in relation to the assets, the purpose of the trust, and the skills of the trustee.

### **Chapter 203C: Section 9. Determination of compliance with prudent investor rule**

Section 9. Compliance with the prudent investor rule shall be determined in light of the facts and circumstances existing at the time of a trustee's decision or action.

### **Chapter 203C: Section 10. Delegation of investment and management functions**

Section 10. (a) A trustee may delegate investment and management functions if it is prudent to do so. A trustee shall exercise reasonable care, skill and caution in:

- (1) selecting an agent;
- (2) establishing the scope and terms of the delegation, consistent with the purposes and terms of the trust; and
- (3) periodically reviewing the agent's actions in order to monitor the agent's performance and compliance with the terms of the delegation.

(b) In performing a delegated function, an agent shall owe a duty to the trust to exercise reasonable care to comply with the terms of the delegation.

(c) A trustee who complies with the requirements of subsection (a) shall not be liable to the beneficiaries or to the trust for the decisions or actions of the agent to whom the function was delegated.

(d) By accepting the delegation of trust functions from the trustee of a trust that is subject to the laws of the commonwealth, an agent submits to the jurisdiction of the courts of the commonwealth.

### **Chapter 203C: Section 11. Trust provisions; terms**

Section 11. The following terms or comparable language in the provisions of a trust, unless otherwise limited or modified, authorize any investment or strategy permitted under this chapter and shall not be interpreted to be a restriction, elimination, or other alteration of the prudent investor rule for purposes of subsection (b) of section 2: "investments permissible by law for investment of trust funds", "legal investments", "authorized investments", "using the judgment and care under the circumstances then prevailing that persons of prudence, discretion, and intelligence exercise in the management of their own affairs, not in regard to speculation but in regard to the permanent disposition of their funds, considering the probable income as well as the probable safety of their capital", "prudent man rule", "prudent trustee rule", "prudent person rule", and "prudent investor rule".



**M.G.L. CHAPTER 180A. MANAGEMENT OF INSTITUTIONAL FUNDS****Chapter 180A: Section 1. Definitions**

Section 1. The following words as used in this chapter shall have the following meanings, unless a different meaning is clearly apparent from the language or context:—

- (1) “Institution”, an incorporated or unincorporated organization organized and operated exclusively for educational, religious, charitable, or other eleemosynary purposes, or a governmental organization to the extent that it holds funds exclusively for any of these purposes;
- (2) “Institutional fund”, a fund held by an institution for its exclusive use, benefit, or purposes, but does not include (i) a fund held for an institution by a trustee that is not an institution or (ii) a fund in which a beneficiary that is not an institution has an interest, other than possible rights that could arise upon violation or failure of the purposes of the fund;
- (3) “Endowment fund”, an institutional fund, or any part thereof, not wholly expendable by the institution on a current basis under the terms of the applicable gift instrument;
- (4) “Governing board”, the body responsible for the management of an institution or of an institutional fund;
- (5) “Historic dollar value”, the aggregate fair value in dollars of (i) an endowment fund at the time it became an endowment fund, (ii) each subsequent donation to the fund at the time it is made, and (iii) each accumulation made pursuant to a direction in the applicable gift instrument at the time the accumulation is added to the fund. The determination of historic dollar value made in good faith by the institution is conclusive.
- (6) “Gift instrument”, a will, deed, grant, conveyance, agreement, memorandum, writing, or other governing document, including the terms of any institutional solicitations from which an institutional fund resulted, under which property is transferred to or held by an institution as an institutional fund.

**Chapter 180A: Section 2. Appropriations for expenditures from endowment funds authorized; presumption of imprudence**

Section 2. The governing board may appropriate for expenditure for the uses and purposes for which an endowment fund is established so much of the net appreciation, realized and unrealized, in the fair value of the assets of the endowment fund over the historic dollar value of the fund as is prudent under the standard established by section eight; provided, however, the appropriation of net appreciation for expenditure in any year in an amount greater than seven per cent of the fair market value of the institution’s endowment funds, calculated on the basis of market values determined at least quarterly and averaged over a period of three or more years, shall create a rebuttable presumption of imprudence on the part of the governing board. This section does not limit the authority of the governing board to expend funds as permitted under other law, the terms of the applicable gift instrument, or the charter of the institution.

**Chapter 180A: Section 3. Restrictions in gift instruments upon expenditure of net appreciation**

Section 3. Section two does not apply if the applicable gift instrument indicates the donor’s intention that net appreciation shall not be expended. A restriction upon the expenditure of net appreciation may not be implied from a designation of a gift as an endowment, or from a direction or authorization in the applicable gift instrument to use only “income”, “interest”, “dividends”, or “rents, issues or profits”, or “to preserve the principal intact”, or a direction which contains other words of similar import. This rule of construction applies to gift instruments executed or in effect before or after the effective date of this section.



Section 4. The governing board may accumulate so much of the annual net income of an institutional fund as is prudent under the standard established by section eight, and may hold any or all of such accumulated income in an income reserve for subsequent expenditure for the uses and purposes for which such institutional fund is established or may add any or all of such accumulated income to the principal of such institutional fund, as is prudent under said standard. This section does not limit the authority of the governing board to accumulate income or to add the same to principal of an institutional fund as permitted under other law, the terms of the applicable gift instrument, or the charter of the institution.

**Chapter 180A: Section 5. Restrictions in gift instruments against accumulation of income or addition to principal**

Section 5. Section four does not apply if and to the extent that the applicable gift instrument indicates the donor's intention that income of an institutional fund shall not be accumulated or shall not be added to the principal of the fund. A restriction against accumulation or addition to principal may not be implied from a designation of a gift as an endowment fund, or from a direction or authorization in the applicable gift instrument to apply to the uses and purposes of the fund the "income", "interest", "dividends", "currently expendable income", or "rent, issues or profits", or a direction which contains other words of similar import. This rule of construction applies to gift instruments executed or in effect before or after the effective date of this section.

**Chapter 180A: Section 6. Investments**

Section 6. In addition to an investment otherwise authorized by law or by the applicable gift instrument, and without restriction to investments a fiduciary may make, the governing board, subject to any specific limitations set forth in the applicable gift instrument or in the applicable law other than law relating to investments by a fiduciary, may:

- (1) invest and reinvest an institutional fund in any real or personal property deemed advisable by the governing board, whether or not it produces a current return, including mortgages, stocks, bonds, debentures, and other securities of profit or non-profit corporations, shares in or obligations of associations, partnerships, or individuals, and obligations of any government or subdivision or instrumentality thereof;
- (2) retain property contributed by a donor to an institutional fund for as long as the governing board deems advisable;
- (3) include all or any part of an institutional fund in any pooled or common fund maintained by the institution; and
- (4) invest all or any part of an institutional fund in any other pooled or common fund available for investment, including shares or interests in regulated investment companies, mutual funds, common trust funds, investment partnerships, real estate investment trusts, or similar organizations in which funds are commingled and investment determinations are made by persons other than the governing board.

**Chapter 180A: Section 7. Delegation of authority of board**

Section 7. Except as otherwise provided by the applicable gift instrument or by applicable law relating to governmental institutions or funds, the governing board may (1) delegate to its committees, officers or employees of the institution or the fund, or agents, including investment counsel, the authority to act in place of the board in investment and reinvestment of institutional funds, (2) contract with independent investment advisors, investment counsel or managers, banks, or trust companies, so to act, and (3) authorize the payment of compensation for investment advisory or management services.

**Chapter 180A: Section 8. Administration of powers of board; liability of members**

Section 8. In the administration of the powers to appropriate appreciation, to accumulate income, to make and retain investments, and to delegate investment management of institutional funds, members of a governing board shall consider long and short term needs of the institution in carrying out its educational, religious, charitable or other eleemosynary purposes, the problems peculiar to the institution, its present and anticipated financial requirements, expected total return on its investments, price level trends, and general economic conditions.



No member of the governing board shall be liable for any action taken or omitted with respect to such ~~appropriation~~ or accumulation or with respect to the investment of institutional funds, including endowment funds, under the authority granted in this chapter, if such member shall have discharged the duties of his position in good faith and with that degree of diligence, care and skill which prudent men would ordinarily exercise under similar circumstances in a like position.

#### **Chapter 180A: Section 9. Release of restrictions imposed by gift instruments; limitations**

Section 9. With the written consent of the donor, the governing board may release, in whole or in part, a restriction imposed by the applicable gift instrument on the use or investment of an institutional fund.

If written consent of the donor cannot be obtained by reason of his death, disability, unavailability, or impossibility of identification, the governing board may apply in the name of the institution to a court of competent jurisdiction for release of a restriction imposed by the applicable gift instrument on the use or investment of an institutional fund. The Attorney General shall be notified of the application and shall be given an opportunity to be heard. If the court finds that the restriction is obsolete, inappropriate, or impracticable, it may by order release the restriction in whole or in part. A release under this subsection may not change an endowment fund to a fund that is not an endowment fund.

A release under this section may not allow a fund to be used for purposes other than the educational, religious, charitable, or other eleemosynary purposes of the institution affected.

This section does not limit the application of the doctrine of cy pres.

#### **Chapter 180A: Section 10. Application and construction**

Section 10. This chapter shall be so applied and construed as to effectuate its general purpose to make uniform the law with respect to the subject of this chapter among those states which enact it.

#### **Chapter 180A: Section 11. Citation**

Section 11. This chapter may be cited as the "Uniform Management of Institutional Funds Law".

### **Investment Policy Statement Appendix D.**

#### **COMMISSIONERS OF TRUST FUNDS**

#### **Chapter 41: Section 46. Town treasurer; duties; bond**

Section 46. The town treasurer shall be the custodian of all funds and securities of such trust funds, shall invest and reinvest them and expend therefrom moneys as directed by the commissioners. The treasurer shall furnish a bond satisfactory to them for the faithful performance of his duties.

### **Investment Policy Statement Appendix E.**

#### **BOARDS OF CEMETERY COMMISSIONERS**

#### **Chapter 114: Section 25. Gifts or bequests for cemeteries; investment of funds; disposition of proceeds of sales of lots or burial rights**

Section 25. A town in which cemetery commissioners are chosen may receive gifts or bequests for maintaining cemeteries or cemetery lots, which shall be paid into the town treasury and, with the accounts thereof, shall be kept separate from the other money and accounts of said town. The town treasurer shall invest all such funds in accordance with the stipulations, if any, accompanying them; otherwise he shall invest them as ordered by said commissioners and pay the income therefrom upon their order or with their approval. The proceeds of sales of lots or rights of burial in such cemeteries shall be paid into the town treasury and be appropriated to reimburse the town for the cost of the land, its care, improvement and embellishment, or the enlargement of the cemetery.

## PURPOSES FOR WHICH TOWNS MAY APPROPRIATE MONEY

**Chapter 40: Section 5B. Stabilization funds; establishment**

Section 5B. For the purpose of creating 1 or more stabilization funds, cities, towns and districts may appropriate in any year an amount not exceeding, in the aggregate, 10 per cent of the amount raised in the preceding fiscal year by taxation of real estate and tangible personal property or such larger amount as may be approved by the director of accounts. The aggregate amount in such funds at any time shall not exceed 10 per cent of the equalized valuation of the city or town as defined in section 1 of chapter 44. Any interest shall be added to and become part of the fund.

The treasurer shall be the custodian of all such funds and may deposit the proceeds in national banks or invest the proceeds by deposit in savings banks, co-operative banks or trust companies organized under the laws of the commonwealth, or invest the same in such securities as are legal for the investment of funds of savings banks under the laws of the commonwealth or in federal savings and loans associations situated in the commonwealth.

At the time of creating any such fund the city, town or district shall specify, and at any later time may alter, the purpose of the fund, which may be for any lawful purpose, including without limitation an approved school project under chapter 70B or any other purpose for which the city, town or district may lawfully borrow money. Such specification and any such alteration of purpose, and any appropriation of funds into or out of any such fund, shall be approved by two-thirds vote, except as provided in paragraph (g) of section 21C of chapter 59 for a majority referendum vote. Subject to said section 21C, in a town or district any such vote shall be taken at an annual or special town meeting, and in a city any such vote shall be taken by city council.

**Chapter 40: Section 5B. Stabilization funds; establishment**

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The treasurer shall be the custodian of all such funds and may deposit the proceeds in national banks or invest the proceeds by deposit in savings banks, co-operative banks or trust companies organized under the laws of the commonwealth, or invest the same in such securities as are legal for the investment of funds of savings banks under the laws of the commonwealth or in federal savings and loans associations situated in the commonwealth.

At the time of creating any such fund the city, town or district shall specify, and at any later time may alter, the purpose of the fund, which may be for any lawful purpose, including without limitation an approved school project under chapter 70B or any other purpose for which the city, town or district may lawfully borrow money. Such specification and any such alteration of purpose, and any appropriation of funds into or out of any such fund, shall be approved by two-thirds vote, except as provided in paragraph (g) of section 21C of chapter 59 for a majority referendum vote. Subject to said section 21C, in a town or district any such vote shall be taken at an annual or special town meeting, and in a city any such vote shall be taken by city council.



**MISCELLANEOUS PROVISIONS**

**Chapter 44: Section 53F1/2. Enterprise funds**

Section 53F1/2. Notwithstanding the provisions of section fifty-three or any other provision of law to the contrary, a city or town which accepts the provisions of this section may establish a separate account classified as an "Enterprise Fund", for a utility, health care, recreational or transportation facility, and its operation, as the city or town may designate, hereinafter referred to as the enterprise. Such account shall be maintained by the treasurer, and all receipts, revenues and funds from any source derived from all activities of the enterprise shall be deposited in such separate account. The treasurer may invest the funds in such separate account in the manner authorized by sections fifty-five and fifty-five A of chapter forty-four. Any interest earned thereon shall be credited to and become part of such separate account. The books and records of the enterprise shall be maintained in accordance with generally accepted accounting principles and in accordance with the requirements of section thirty-eight.

No later than one hundred and twenty days prior to the beginning of each fiscal year, an estimate of the income for the ensuing fiscal year and a proposed line item budget of the enterprise shall be submitted to the mayor, board of selectmen or other executive authority of the city or town by the appropriate local entity responsible for operations of the enterprise. Said board, mayor or other executive authority shall submit its recommendation to the town meeting, town council or city council, as the case may be, which shall act upon the budget in the same manner as all other budgets.

The city or town shall include in its tax levy for the fiscal year the amount appropriated for the total expenses of the enterprise and an estimate of the income to be derived by the operations of the enterprise. If the estimated income is less than the total appropriation, the difference shall be added to the tax levy and raised by taxation. If the estimated income is more than the total appropriation, the excess shall be appropriated to a separate reserve fund and used for capital expenditures of the enterprise, subject to appropriation, or to reduce user charges if authorized by the appropriate entity responsible for operations of the enterprise. If during a fiscal year the enterprise incurs a loss, such loss shall be included in the succeeding fiscal year's budget.

If during a fiscal year the enterprise produces a surplus, such surplus shall be kept in such separate reserve fund and used for the purposes provided therefor in this section.

For the purposes of this section, acceptance in a city shall be by vote of the city council and approval of the mayor, in a town, by vote of a special or annual town meeting and in any other municipality by vote of the legislative body.

A city or town which has accepted the provisions of this section with respect to a designated enterprise may, in like manner, revoke its acceptance.

**Investment Policy Statement APPENDIX H.**

**CHAPTER 167. SUPERVISION OF BANKS**

**Chapter 167: Section 15A. Annual list of legal investments**

Section 15A. Annually, not later than July first, the commissioner shall prepare a list of all stocks, bonds, notes and other interest-bearing obligations which are then legal investments under any provision of sections forty-two to forty-eight, inclusive, and paragraph six of section forty-nine of chapter one hundred and sixty-eight in effect on June thirtieth, nineteen hundred and eighty-three and section fifteen B of this chapter, provided that all privately placed or held issues may, in the discretion of the commissioner, be omitted. Such list shall include the name of any investment fund, approved by the commissioner, which invests only in such stocks, bonds, notes and other interest bearing obligations. The shares of any such investment fund so approved shall be legal investments pursuant to this section to the same extent as any such stocks, bonds, notes and other interest bearing obligations. Said list shall at all times be open to public inspection and a copy thereof shall be sent to every state-chartered bank having savings deposit. In the preparation of any list hereunder which the commissioner is required to prepare or furnish, he may employ such expert



assistance as he deems proper or may rely upon information contained in publications which he deems representative in reference to such matters, and he shall be in no way held responsible or liable for the omission from such list of the name of any state or political subdivision or authority thereof or of any corporation or association the stocks, bonds, notes or other interest bearing obligations of which conform or any investment fund which conforms to this chapter, or for the omission of any of any investment funds, stocks, bonds, notes or other interest bearing obligations which so conform; nor shall he be held responsible or liable for the inclusions in such list of any such names or of any investment funds, stocks, bonds, notes or other interest bearing obligations which do not so conform.

Officers and members of a board of a bank may rely upon the legal list referred to in this section as representing an accurate listing of investment funds, stocks, bonds, notes and other interest bearing obligations eligible for investment by it; and no such officer or member shall be personally liable for any loss incurred by such bank arising from the purchase in good faith of any shares in an investment fund or security appearing on said list at the time of such purchase.

Subsequent to the annual preparation of such list, the commissioner may add the name of any investment fund which meets the requirements of this section.

As used in any general or special law, the term "legal list for savings banks" or "legal investments for savings banks" shall mean the list referred to in this section.

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### **List of Legal Investments**

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**The Commonwealth of Massachusetts**  
**OFFICE OF THE**  
**COMMISSIONER OF BANKS**  
**LIST OF LEGAL INVESTMENTS**  
**Pursuant to**  
**GENERAL LAWS**  
**CHAPTER 167 SECTION 15A**  
**As of July 1, 2011**

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### **LIST OF LEGAL INVESTMENTS**

**July 2011**

This Legal List of Investments is prepared as of July 1, 2011. Investors are advised to take note of changes to individual investments on this List that occur after this date.

The following is a list of stocks, bonds, notes, railroad equipment trust certificates and other interest-bearing obligations which, in the opinion of the Division of Banks, are now legal investments, under the provisions of [Massachusetts General Laws chapter 167, section 15A](#).

"Legal" Investments, under section 15A, consist, as specified in that statute, of those issues which meet the requirements under any of the provisions of sections 42 to 48, inclusive, and paragraph 6 of section 49 of chapter 168 of the General Laws in effect on June 30, 1983.

The investments authorized under those sections of law, as well as those securities added under the authority of section [15B of chapter 167](#), now constitute the List of Legal Investments for the Commonwealth of Massachusetts.

Investments meeting the criteria set forth above but not yet on the List, including mutual funds investing solely in such legal investments, will be considered for addition to this List upon petition to the Commissioner of Banks, provided, however, that investments governed by said Section 15B must follow the process for inclusion on the List set out in that statute.



Approval of any security by the Commissioner of Banks for addition to the List should not in any way be construed as a recommendation by the Division for investment. Each investor has the responsibility of evaluating the merits of a particular investment for the individual institution as well as determining whether that investment meets the investor's financial objectives.

**NOTE:**

Prior to making investments in banks and other corporations which have loans to or produce armaments for use in specified countries, General Laws chapter 32 §23 should be reviewed.

For more information contact:

Andrea L. Cipolla, Chief Director

Commonwealth of Massachusetts Division of Banks

1000 Washington Street

10<sup>th</sup> Floor

Boston, Massachusetts 02118-6400

(617) 956-1532

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### **FEDERAL, STATE, AND INTERNATIONAL OBLIGATIONS**

Statutory Requirements: (formerly General Laws chapter 168, section 42)

Any such corporations may invest in bonds, notes or other interest-bearing obligations of the following classes:

1. United States: Direct obligations of the United States, or in such obligations as are unconditionally guaranteed as to the payment of principal and interest by the United States.
2. Massachusetts: Legally issued, assumed or unconditionally guaranteed bonds, notes or other interest-bearing obligations of this commonwealth.
3. Other States: Legally issued, assumed or unconditionally guaranteed bonds, notes or other interest-bearing obligations of any state of the United States other than this commonwealth, which has not, within the twenty years prior to the making of such investment, defaulted for a period of more than one hundred and twenty days in the payment of any part of either principal or interest of any legally issued or assumed obligation; provided that the full faith and credit of such state is pledged for the payment of the principal and interest of such obligations.
4. Canada: Bonds, notes or other obligations issued, or guaranteed as to both principal and interest, by the Dominion of Canada; provided (a) that such bonds, notes or obligations shall be payable in United States funds either unconditionally or at the option of the holder thereof; and (b) that at the date of investment the said Dominion of Canada shall not have been in default in the payment of interest or principal of any of its obligations for a period in excess of thirty-one days at any time within the twenty years preceding such date of investment. Not more than five percent of the deposits of any such corporation may be invested in obligations authorized under this paragraph.
5. Other International Obligations: Bonds, notes or obligations issued, assumed or guaranteed by the International Bank for Reconstruction and Development (World Bank), the Inter-American Development Bank or the Asian Development Bank containing an unconditional promise to pay, or an unconditional guarantee of the payment of, the interest thereon regularly, and the principal thereof on or before a specified date, in lawful currency of the United States; provided that not more than three percent of the deposits of any such corporation shall be invested in such bonds, notes or obligations; and provided, further, that the commissioner may at any time on his own initiative, or shall, upon the written request of the directors of the Mutual Savings Central Fund, Inc.,<sup>1</sup> suspend the authorization granted by this paragraph for such period or periods as he may determine.
6. Federal Agency Obligations:
  - a. Obligations of, or instruments issued by, and fully guaranteed as to principal and interest by the Federal National Mortgage Association, established under the National Housing Act, as amended;
  - b. Debentures, bonds or other obligations issued by any federal home loan bank or consolidated federal home loan bank debentures or bonds issued by the federal home loan bank board under the Federal Home Loan Bank Act, as amended;



- c. Debentures issued by the central bank for co-operatives or consolidated debentures issued by said central bank and the twelve regional banks for co-operatives under the Farm Credit Act of 1933, as amended;
- d. Collateral trust debentures or other similar obligations issued by any federal intermediate credit bank or consolidated debentures or other similar obligations issued by the twelve federal intermediate credit banks under the Federal Farm Loan Act, as amended;
- e. Farm loan bonds issued by any federal land bank under the Federal Farm Loan Act, as amended;
- f. Promissory notes representing domestic farm labor housing loans authorized by section five hundred and fourteen of the Federal Housing Act of nineteen hundred and forty-nine, as amended by the Federal Housing Act of nineteen hundred and sixty-one, when such notes are fully guaranteed as to principal and interest by the Farmers Home Administration of the United States Department of Agriculture;
- g. Bonds, notes or obligations issued, assumed or guaranteed by the Export-Import Bank of the United States;
- h. Obligations of any person, including any form of mortgage-backed security, as to which the payment of principal and interest according to the terms of such obligations is guaranteed by the Government National Mortgage Association under the provisions of the National Housing Act, as amended;
- i. Certificates issued by the Federal Home Loan Mortgage Corporation representing interests in mortgage loans made, acquired or participated in by said Federal Home Loan Mortgage Corporation;
- j. System-wide obligations issued under the provisions of the Farm Credit Act of 1971 (Public Law 92-181 Sec. 4.2) by the institutions included in the Federal Farm Credit System.

### **MUNICIPAL OBLIGATIONS**

Statutory Requirements: (formerly General Laws chapter 168, section 43)

Any such corporation may invest in bonds, notes or other interest-bearing obligations of the following classes:

1. Massachusetts: Legally issued or assumed bonds, notes or other interest bearing obligations of a county, city, town or legally established district of this commonwealth.
2. Other States: Legally issued or assumed bonds, notes or other interest-bearing obligations of any city or town of any other state of the United States, which was incorporated as such at least ten years prior to the date of such investment; provided (a) that the population of such city or town at the date of such investment is not less than thirty thousand nor more than one hundred thousand, and the net indebtedness thereof does not exceed six per cent of the last preceding assessed valuation of the taxable real property therein, or (b) that the population of such city or town at the date of such investment is more than one hundred thousand, and the net indebtedness thereof does not exceed eight per cent of such assessed valuation. Said population shall be as established by the last national or state census or city or town census, taken in the same manner as the national or state census and certified by the clerk of said city or town. As used in this paragraph the words "net indebtedness" shall mean the indebtedness of a city or town, omitting debts created for supplying the inhabitants with water or electricity, or both, and debts created in anticipation of taxes to be paid within one year from date of issue, and deducting the amount of sinking funds available for the payment of the indebtedness included. The provisions of this paragraph shall not authorize investments in obligations of any city or town situated outside the commonwealth which has been in default for more than one hundred and twenty days in the payment of any part of principal or interest of such obligations within ten years immediately preceding the making of such investment.
3. Full Faith and Credit Requirement: The full faith and credit of the county, city, town or district shall be pledged for the full payment of principal and interest of all bonds, notes or other interest-bearing obligations legal for investment under any provision of this section.

### **RAILROAD OBLIGATIONS**

Statutory Requirements: (formerly General Laws chapter 168, section 44)

Bonds, notes or other interest-bearing obligations of railroad corporations subject to the conditions, limitations and requirements of section 44.



## RAILROAD EQUIPMENT TRUST CERTIFICATES

Reference 9

The outstanding Philadelphia Plan Equipment Trust Certificates of the following companies are legal.

Burlington Northern, Santa Fe  
Norfolk Southern Railway Company  
Union Pacific Railroad Company

## TELEPHONE COMPANY OBLIGATIONS

Statutory Requirements: (formerly General Laws chapter 168, section 45)

Bonds, notes or other obligations of telephone companies subject to the conditions, limitations and statutory requirements of section 45.

All outstanding issues, which meet statutory requirements, of the following companies:

AT & T, Inc.<sup>2</sup>

Carolina Telephone & Telegraph Company

Indiana Bell Telephone Company

United Telephone Company of Pennsylvania

Verizon Florida, Inc. (formerly General Telephone Company of Florida)

Verizon New England, Inc. (formerly New England Telephone & Telegraph Company)

Verizon New Jersey, Inc. (formerly New Jersey Bell Telephone Company)

Verizon New York, Inc. (formerly New York Telephone Company)

Verizon, Northwest, Inc. (formerly General Telephone Company of the Northwest, Inc.)

Verizon Pennsylvania, Inc. (formerly Bell Atlantic Pennsylvania)

Verizon Virginia, Inc. (formerly Chesapeake & Potomac Telephone Company of Virginia)

Holders of obligations of companies affected by the mergers or acquisitions noted below should contact the appropriate service representative office of the company for further direction:

1. The merger of Bell Atlantic and GTE was finalized on June 30, 2000 under the new name of Verizon Communications.
2. SBC Communications completed the acquisition of Ameritech Corporation on October 8, 1999.
3. SBC Communications completed the acquisition of AT & T Corporation on November 21, 2005. See footnote.
4. AT & T completed the acquisition of Bell South Corporation on December 29, 2006.
5. CenturyTel, Inc., and EMBARQ merged on July 1, 2009 to become CenturyLink, Inc.
6. Frontier Communications Corporation acquired Verizon Communications, Inc. local exchange businesses in fourteen states effective July 1, 2010.

## PUBLIC SERVICE COMPANY OBLIGATIONS

Statutory Requirements: (formerly General Laws chapter 168, section 46)

### A. Massachusetts Public Service Companies

Bonds, notes or other interest-bearing obligations of a gas, electric light or water company incorporated or doing business in this commonwealth and subject to the control and supervision thereof; provided, that the net earnings of such company, after payment of all operating expenses, taxes and interest as reported to, and according to the requirements of, the proper authorities of the commonwealth, have been, in each of the three fiscal years preceding the making or renewing of such investment, equal to not less than four per cent on all its capital stock outstanding in each of said years; and provided, further, that the gross earnings of said company in the fiscal year preceding the making or renewing of such investment have been not less than one hundred thousand dollars. A list of the companies, the securities of which *prima facie* comply with the requirements of this subdivision A shall be furnished annually by the proper authorities of the commonwealth having supervision over such companies to the commissioner at such time after June sixteen in each year as he shall designate.

### B. Other Public Service Companies

Bonds of a gas, electric light or water company, maturing not later than 40 years subsequent to the date of such investment, issued or assumed by any company incorporated under the laws of the United States or any state thereof subject to the conditions, limitations and requirements of the former Massachusetts General Laws chapter 168, § 46, subdivision B.



AEP Texas Central Company (formerly Central Power & Light Company)  
 AEP Texas North Company (formerly West Texas Utilities Company)  
 Alliant Energy (formerly Interstate Power Company)  
 Atlantic City Electric Company  
 Carolina Power & Light Company (d/b/a Progress Energy Carolinas, Inc.)  
 Constellation Energy Group (formerly Baltimore Gas & Electric)  
 Delmarva Power & Light Company  
 Duke Energy Corporation  
 Empire District Electric Company  
 Florida Power & Light Company  
 Florida Power Corporation (d/b/a Progress Energy Florida, Inc.)  
 Gulf Power Company  
 Hawaiian Electric Company  
 Idaho Power Company  
 Iowa Southern Utilities Company  
 Kentucky Utilities Company  
 Louisville Gas and Electric Company  
 Madison Gas & Electric Company (formerly MGE Energy)  
 Minnesota Power & Light Company (a Division of Allete Inc.)  
 Mississippi Power Company  
 Narragansett Electric Company  
 New England Power Company  
 Northern States Power Company (Minnesota)  
 Northern States Power Company (Wisconsin)  
 OGE Energy (formerly Oklahoma Gas and Electric Company)  
 Potomac Electric Power Company  
 PPL Electric Utilities Corporation (formerly Pennsylvania Power & Light Company)  
 Public Service Company of Oklahoma  
 Public Service Electric & Gas Company  
 South Carolina Electric & Gas Company  
 Southern Indiana Gas & Electric Company  
 Southwestern Electric Power Company  
 Southwestern Public Service Company  
 Virginia Electric & Power Company  
 Wisconsin Electric Power Company  
 Wisconsin Power & Light Company  
 Wisconsin Public Service Corporation

### **BANK STOCKS**

Statutory Requirements: (formerly General Laws chapter 168, section 47)

Bank and Bank Holding Company common stock subject to the conditions, limitations and requirements of section 47.

### **BANK STOCKS IN MASSACHUSETTS**

Cambridge Trust Company, Cambridge

Millbury National Bank, Millbury

### **BANK HOLDING COMPANIES - MASSACHUSETTS**

Independent Bancorp<sup>3</sup>

State Street Corporation

### **BANKS AND HOLDING COMPANY COMMON STOCKS**

### **LOCATED OUTSIDE OF MASSACHUSETTS**

Fifth Third Bancorp, Ohio

Wells Fargo & Company, California<sup>4</sup>

Wilmington Trust Company, Delaware

### **INSURANCE COMPANY STOCKS**

Statutory Requirements: (formerly General Laws chapter 168, section 48)

Fire and Casualty Insurance Companies capital stock subject to the conditions, limitations and requirements of section 48.

### **BANK DEBENTURES AND NOTES**

Statutory Requirements: (formerly General Laws chapter 168, section 49, paragraph 6)

Bank debentures, convertibles, notes or other evidences of indebtedness (e.g., Federal Funds) subject to the conditions, limitations and requirements of former Massachusetts General Laws chapter 168, section 49, paragraph 6.

### **MASSACHUSETTS**

Cambridge Trust Company

Bank of America<sup>5</sup>

Independent Bancorp<sup>6</sup>

State Street Bank and Trust Company

### **OTHER OBLIGATIONS**

Legal under former section 50

(Now legal under provisions of chapter 167, section 15B)

Massachusetts Bay Transportation Authority: Various Issues<sup>7</sup>

Massachusetts Port Authority: Various Issues

Massachusetts Turnpike Authority: Various Issues<sup>8</sup>

Tennessee Valley Authority: Various Issues

Washington D.C. Metropolitan Area Transit Authority: 7.35 due July 1, 2012

### **COMMON AND PREFERRED STOCKS**

Eligible under the provisions and limitations of former section 50

(Now legal pursuant to General Laws chapter 167, section 15B, paragraph 2)

Abbott Laboratories

Altria Group (formerly Philip Morris Companies)

American International Group, Inc.

Bank of America Corporation

Bristol Myers Squibb Company

Coca Cola Company

Consolidated Edison

Eli Lilly & Company

Emerson Electric Company

General Electric Company

General Mills, Inc.

Hewlett-Packard Company

Johnson & Johnson

Kimberly-Clark Corporation

McDonald's Corporation

Merck & Co., Inc. (merged with Schering-Plough Corporation)

PepsiCo, Inc.

Pfizer, Inc.

Procter & Gamble Company

Rockwell Automation (formerly Rockwell International Corporation)

Southern Company

Unilever N. V.

### **INVESTMENT FUNDS**

As provided under General Laws chapter 167, section 15A, such list shall include the name of any investment fund, approved by the commissioner, which invests only in such stocks, bonds, notes and other interest-bearing obligations which are legal investments as provided herein. The shares of any such investment fund so approved shall be legal investments pursuant to this section to the same extent as any such stocks, bonds, notes and other interest bearing obligations.

BLACKROCK PROVIDENT INSTITUTIONAL FUNDS:

T-Fund

DREYFUS:



Government Cash Management

Treasury Cash Management

Treasury Prime Cash Management

FEDERATED INVESTORS FUNDS:

Federated GNMA Trust

Federated Government Ultrashort Duration Fund

Federated Intermediate Government Fund, Inc.

(formerly Federated Limited Duration Government Fund, Inc.)

Federated U.S. Government Securities Fund: 2-5 yrs.

FIDELITY:

Fidelity Institutional Money Market Treasury Portfolio Fund

Fidelity U. S. Government Reserves

Fidelity U.S Treasury Money Market Fund

(Formerly Spartan U.S. Treasury Money Market Fund)

INSTITUTIONAL DAILY INCOME FUND:

Institutional U.S. Treasury Portfolio

ISI:

ISI Total Return U.S. Treasury

RBC:

RBC US Government Money Market Fund

(formerly Tamarack U.S. Government Money Market Fund)

TRUST FOR CREDIT UNIONS:

Ultra Short Duration Government Portfolio

(formerly Government Securities Portfolio)

UBS GLOBAL ASSET MANAGEMENT:

UBS Select Treasury Institutional Fund

(formerly UBS LIR Treasury Securities Fund)

<sup>1</sup>On August 26, 1999, the Mutual Savings Central Fund, Inc. was renamed the Depositors Insurance Fund, Inc.

<sup>2</sup>SBC Communications completed the acquisition of AT & T Corporation on November 21, 2005. Following the acquisition, SBC adopted AT&T, Inc. as its name.

<sup>3</sup>Independent Bancorp, parent of Rockland Trust Company, acquired the previously listed Slade's Ferry Bancorp effective March 1, 2008.

<sup>4</sup>Wells Fargo & Company acquired Wachovia Corporation effective December 31, 2008.

<sup>5</sup>Bank of America Corporation's acquisition of FleetBoston Financial Corporation was effective as of April 1, 2004.

<sup>6</sup>Independent Bancorp, parent of Rockland Trust Company, acquired Slade's Ferry Bancorp effective March 1, 2008.

<sup>7</sup>Massachusetts transportation agencies, including the Massachusetts Bay Transportation Authority, were integrated into a new Massachusetts Department of Transportation, effective November 1, 2009.

<sup>8</sup>Massachusetts transportation agencies, including the Massachusetts Turnpike Authority, were integrated into a new Massachusetts Department of Transportation, effective November 1, 2009.

## Town of Arlington Investment Policy Statement

### I. PURPOSE

The purpose of this document is to specify the policies and guidelines that provide for the prudent and productive investment of Town funds. The Town of Arlington investment program is operated by the Town Treasurer in conformance with all applicable federal and state requirements, including MGL c.44, §§ 54 and 55, 55A, 55B and MGL c.40, §5B.

### II. SCOPE

This policy applies to the investment of all of the Town's funds, excluding the investment of employees' retirement funds and Other Post Employment Benefit fund. Except for cash in certain restricted and special funds, the Town will consolidate cash and reserve balances from all funds to maximize earnings and to increase efficiencies with regard to investment pricing, safekeeping, and administration. Investment income will be allocated to the various funds based on their respective participation and in accordance with GAAP.

### III. INVESTMENT OBJECTIVES

The Town shall seek as high a level of investment income as is consistent with, first: the safety of principal and, second: the provision of liquidity to meet daily cash flow requirements.

#### A. Safety of Principal

Safety of principal, the primary objective, shall be pursued in a number of ways.

1. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio by protecting against credit risks.
2. Investments shall be made in conformance with prudent guidelines for allowable instruments, credit quality, and maturities.
3. Adequate diversification of instruments, issuers, and maturities shall be maintained.
4. All deliverable securities shall be held by a third-party custodian on the basis of delivery vs. payment to a custodian bank.
5. All repurchase agreements shall be fully collateralized, with a custodian bank receiving delivery of the collateral.

#### B. Liquidity

The investment portfolio shall be structured to meet all of the Town's cash requirements that may reasonably be anticipated. Furthermore, since all cash requirements cannot be anticipated, the portfolio should consist mainly of custodial arrangements, investment pools or money market funds specified below, securities or deposits with very short maturities, or securities with active secondary or resale markets.

### C. Yield

The investment portfolio shall be designed to attain a market-average rate of return throughout budgetary and economic cycles, taking into account investment risk constraints and the Town's liquidity requirements.

The portfolio shall be managed with the objective of exceeding the average of three-month U.S. Treasury Bill rates for the equivalent period. This index is considered a benchmark for near-riskless investment transactions and, therefore, comprises a minimum standard for the portfolio's rate of return. The investment program shall seek to augment returns above this threshold, consistent with stated risk limitations and prudent investment principles.

While investments shall not be made for the purpose of trading or speculating as the dominant criterion, the Town may seek to enhance total portfolio return through active portfolio management. The prohibition on speculative investments precludes pursuit of gain or profit through unusual risk. Trading in response to changes in market value or market direction, however, is warranted under active portfolio management.

## IV. STANDARDS OF CARE

### A. Prudence

The standard of prudence to be used by investment officials shall be the "prudent person" standard and shall be applied in the context of managing an overall portfolio. The "prudent person" standard states that "investments shall be made with judgment and care – under circumstances then prevailing – which persons of prudence, discretion, and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived."

Investment officers acting in accordance with written procedures and the investment policy and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion in writing and appropriate action is taken to control adverse developments.

### B. Ethics and Conflicts of Interest

The Town Treasurer and Assistant Town Treasurer shall refrain from any personal activity or business activity that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial decisions. Employees and investment officials shall disclose to the Town Manager any material interests in financial institutions with which they conduct business with the Town. They shall further disclose any personal financial/investment positions that could be related to the performance of the investment portfolio. Employees and officers shall refrain from undertaking personal investment transactions with the same individual with whom business is conducted on behalf of the Town.

## V. FINANCIAL DEALERS AND INSTITUTIONS

The Town shall conduct business only with qualified financial institutions. An annual review of the financial condition and registration of qualified bidders will be conducted. The Town will refer to and use one or more recognized bank rating services including but not limited to those listed below:

- Veribanc Rating Service is an independent company that provides bank ratings on all U.S. federally insured financial institutions.
- Federal Deposit Insurance Corporation (FDIC) is an independent agency of the federal government that insures deposits in banks and thrift institutions for at least \$250,000.
- Financial Industry Regulatory Authority (FINRA) an independent, not-for-profit organization authorized by Congress to protect America's investors by making sure the securities industry operates fairly and honestly.
- Securities Investor Protection Corporation (SIPC) provides up to \$500,000 insurance against a failed member brokerage firm.

The Treasurer shall require any brokerage house and broker/dealers, wishing to do business with the town to supply audited financial statements and proof of credit worthiness with minimum of five years in operation and minimum capital of \$100 million dollars.

All repurchase agreement transactions will be conducted through primary dealers of the Federal Reserve Bank of New York or applicable state agencies with short-term debt ratings of at least A-1, P-1, or F-1, or qualified depositories as described in the appropriate Section, which have executed master repurchase agreements with the Town.

## VI. INVESTMENT GUIDELINES

All investments must be made in securities authorized by MGL c.44, §§ 54 and 55, 55A, 55B and MGL c.40, §5B and this investment policy statement.

### A. Suitable and Authorized Investments

The Town may invest in the following securities or deposits:

- In term deposits or certificates of deposit with maturity of less than two years in trust companies, national banks, savings banks, banking companies, or cooperative banks.
- In obligations issued or unconditionally guaranteed by the United States government or one of its agencies.
- In United States government securities or securities of United States government agencies. All securities shall have a maturity from date of purchase of one year or less.
- Money market mutual funds regulated by the Securities and Exchange Commission, whose portfolios consist only of dollar-denominated securities; and
- Local government investment pools such as the Massachusetts Municipal Depository Trust and Massachusetts Municipal Depository Short Term Bond Fund.

No investments may be made in “derivative” securities such as futures, swaps, options, interest-only or principal-only mortgage-backed securities, inverse floaters, CMT floaters, leveraged floaters, dual index floaters, COFI floaters, and range floaters. These restrictions apply to direct investments as well as to investments through custodial arrangements, pools, or money market funds discussed in applicable Sections. Thus, if a custodial arrangement, pool, or fund includes securities listed in this paragraph, the Town may not invest in shares or other interest in such custodial arrangement, pool, or fund.

The Town requires full collateralization on all demand deposit accounts including checking accounts, certificates of deposit, and money market accounts.

The Town shall not at any one time have on deposit in a bank, trust company, or banking company an amount exceeding 60% of the capital surplus of such bank, trust company, or banking company unless satisfactory security is given to it by such bank, trust company, or banking company for such excess.

#### **PERMISSIBLE MUNICIPAL INVESTMENTS**

<b><u>Type of Funds</u></b>	<b><u>Statutory Section</u></b>	<b><u>Permissible Investments</u></b>
Trust Funds, Cemetery Perpetual Care Funds	G.L. c. 44, § 54	Savings banks, MA trust cos., FDIC/MA banking cos., cooperative bank shares/accounts, S&L shares, bonds or notes on Commissioner of Banks “Legal List” (G.L. c. 167, §§ 15A, 15B) <u>if \$250K+:</u> also “securities, other than mortgages or collateral loans, which are legal for investment of funds of savings banks” (w/amount limits)
Public Funds/Deposited	G.L. c. 44, § 55	Limits on amount of deposits w/o security; no conflict of interest for Treasurer
Public Funds/Limitation of Liability	G.L. c. 44, § 55A	No personal liability for Treasurer for failure of specified investments: savings bank, MA trust co., cooperative banks, FDIC/MA banking co.
Public Funds/Invested	G.L. c. 44, § 55B	Public funds “shall be invested in such a manner as to require the payment of interest on the money at the highest amount reasonably available, taking account of <u>safety, liquidity, and yield</u> ”; “prudently”; in accordance with G.L. c. 44, §§ 54, 55
Stabilization Funds	G.L. c. 40, § 5B	National banks, savings banks, MA co-operative banks or trust companies; “securities as are legal for the investment of funds of savings banks” [Legal List]; federal S&Ls in MA



Any investment held at the time of this policy's adoption that does not conform to the policy shall be exempt from the requirements of the policy so long as such investment is a permitted Town investment under state statutes. At maturity or liquidation of such investment, all proceeds shall be reinvested only as provided by this policy.

The Town may invest or reinvest in an authorized custodial arrangement, pool, or money market fund specified in the appropriate Section of this policy that currently contains in its portfolio securities that do not meet the criteria set forth in appropriate Section ("Non-Conforming Securities") only if (1) the custodial arrangement, pool, or money market fund is a permitted Town investment under state statutes, (2) the custodial arrangement, pool, or money market fund has adopted a written investment policy that precludes future purchases of Non-Conforming Securities for its portfolio, and (3) the custodial arrangement, pool, or money market fund has adopted a written investment policy of liquidating such Non-Conforming Securities as soon as practicable after market conditions permit such liquidation at par.

## B. Diversification

It is the policy of the Town to diversify its investment portfolio. To eliminate risk of loss resulting from the over-concentration of assets in a specific maturity, issuer, or class of securities, all cash and cash equivalent assets shall be diversified by maturity, issuer, and class of security. Diversification strategies shall include:

1. At the time of acquisition, no more than 10% of the overall portfolio may be invested in deposits with a single bank, unless the deposits are fully-insured or fully-collateralized, or in repurchase arrangements for a period longer than two business days conducted through a single dealer.
2. There is no limitation on the percentage of the overall portfolio that may be invested in: (1) U.S. government and agency obligations and in repurchase agreements fully collateralized by such securities, appropriate state pools, or an authorized custodial arrangement, pool, or money market fund, if permitted by state statute, specified in the appropriate Section.
3. Investments in securities that are not readily marketable, other than securities or deposits that mature within seven days, may not exceed 10% of the portfolio's net assets at the time of purchase.

This section does not apply to bank accounts used for the temporary deposit of receipts and deposits needed to cover disbursements that are expected to clear over the next seven days.

Investment decisions shall be based on the relative and varying yields and risks of individual securities and the Town's liquidity requirements.

## **VII. REPORTS**

Quarterly and annual reports summarizing the investment portfolio by security types and maturities, and describing the portfolio's performance relative to standard benchmarks (e.g., 90-day Treasury bills), shall be provided by the Treasurer to the Board of Commissioners for Trust Funds, Board of Library Trustees, the Cemetery Commission, and the Town Manager. A detailed portfolio listing, including cost, market valuations, maturities, and commentary on economic conditions, shall be provided with each report.

## **VIII. PORTFOLIO VALUATION**

The market value of the investment portfolio shall be determined on at least a monthly basis. Significant deviations of market values to amortized costs shall be reported promptly to the Town Treasurer.

## **IX. ADOPTION**

This policy shall be reviewed during the Town's Annual Budget process.

This policy shall be adopted by the Town Treasurer and presented to the Town Manager and Finance Director.

Adopted by the Town Treasurer and Collector of Taxes  
May 26, 2020



March 21, 2024

Where Each Relationship Matters®

# Meet Brian Callow, CFA

## Senior Vice President & Director of Fixed Income



### HOW I CAN HELP YOU

Brian Callow is Senior Vice President and Director of Fixed Income, and has been with Rockland Trust since 2004. Brian focuses on integrating an investment strategy that reflects each client's objectives, financial goals, and risk tolerance including custom asset allocation, long-term goal planning, and securities research. He is also responsible specifically for fixed income research, trading, quantitative analysis, and external manager selection for the fixed income sectors.

### MY BACKGROUND AND EXPERIENCE

Brian has worked in the financial services industry since 1992. Prior to joining Rockland Trust, Brian was a Vice President and Senior Fixed Income Analyst with Income Research & Management (IR&M). Brian received a BA in Finance from Florida State University and is a cum laude graduate of Babson College's Olin School of Business MBA program. Brian holds a Chartered Financial Analyst (CFA) designation.

### GETTING TO KNOW ME

Brian is a member of the CFA Institute and the Boston Security Analysts Society. He serves on the Zoning Board of Appeals for the Town of Hanover. Brian resides in Hanover with his wife and three children.

# MA General Law Chapter 44 Section 54

as amended per Section 26 of Chapter 28 of the Acts of 2023

Reference 11

On August 9, 2023, the Governor signed the FY '24 budget and section 26 which provides the use of the so-called “Prudent Investor Rule” (M.G.L. c. 203C) for trust funds to optimize returns. The use of this new law is a local option and requires local approval. This change allows for further diversification of investments and we recommend implementation.

## Steps to be taken

- Obtain a vote of the governmental unit legislative body to accept MGL Chapter 44 Section 54, as amended per Section 26 of Chapter 28 of the Acts of 2023
- Amend the current Investment Policy Statement as it refers to the investment of trust funds, updating the language to refer to the Massachusetts Prudent Investor Act of Chapter 203C of the General Laws.
- Review any co-mingled accounts with your investment advisor. In cases where other funds are included e.g. stabilization funds, separate accounts will need to be established.



# Massachusetts Legal List of Investment Characteristics

G.L. c. 167, sections 15A-15K

## FIXED INCOME

- > United States and Federal Agency Obligations
- > Massachusetts and Other State Municipal General Obligations
- > International (Canada & limited Supranational) Obligations
- > Corporates
  - Investable Names – Under 50 (MA LL) vs. 1000 US Corp. Investment Grade Index (Bloomberg-Barclays)
  - Sector Concentration (Utilities, Railroad, Telecommunications)
- > ETF's (TIPS, MBS, Treasuries)
- > Mutual Funds (US Govt. & Money Market)

&

## EQUITIES

- > Investable Universe – 22 names
- > Portfolio Structure – Defensive & Large Cap Value
- > Sector Concentration
  - Consumer Staples: 7 names or 32%
  - Health Care: 6 Names or 27%
  - Single Technology & Consumer Discretionary Names
  - No Energy, Telecom, Material, REITS

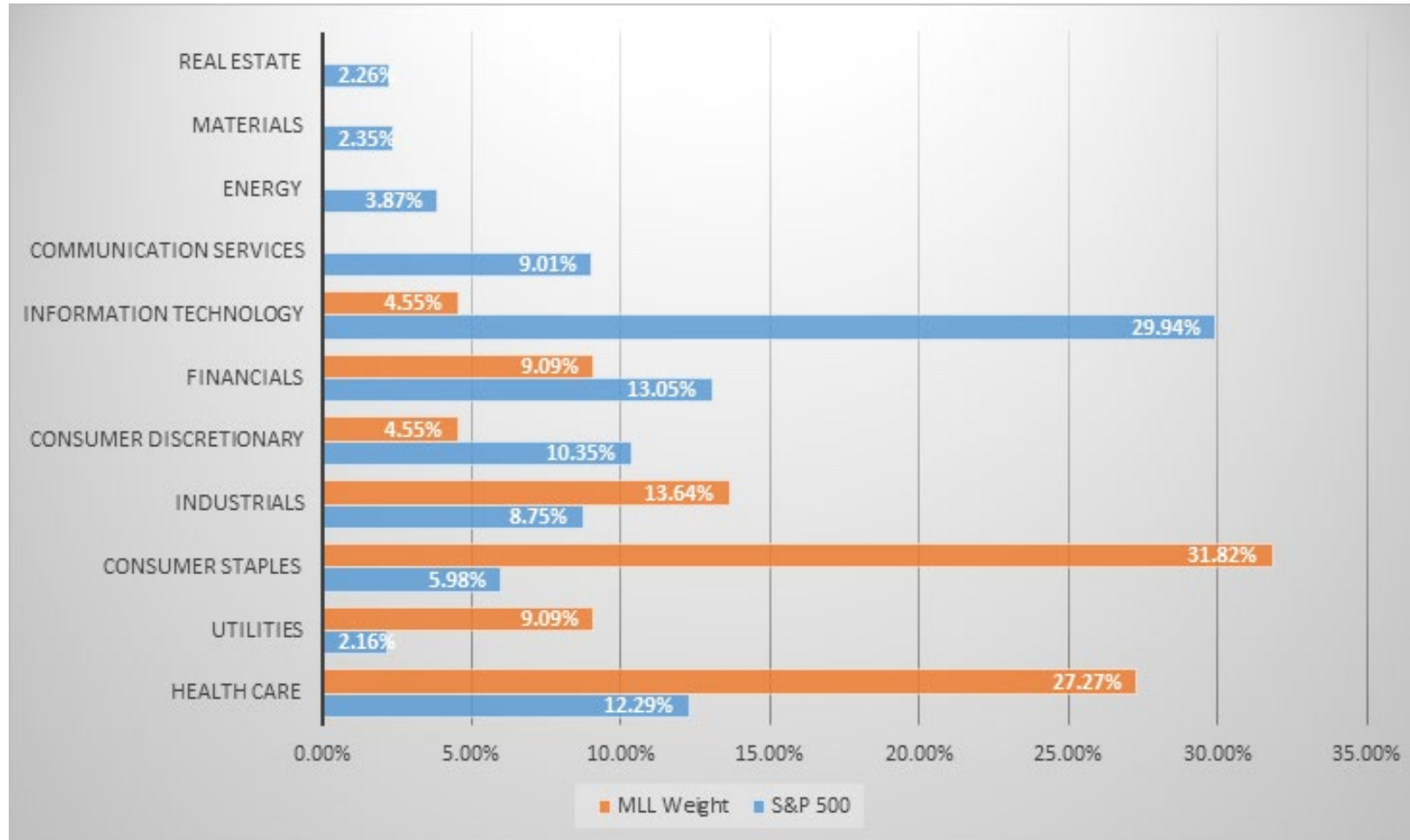
# Why Prudent Investor:

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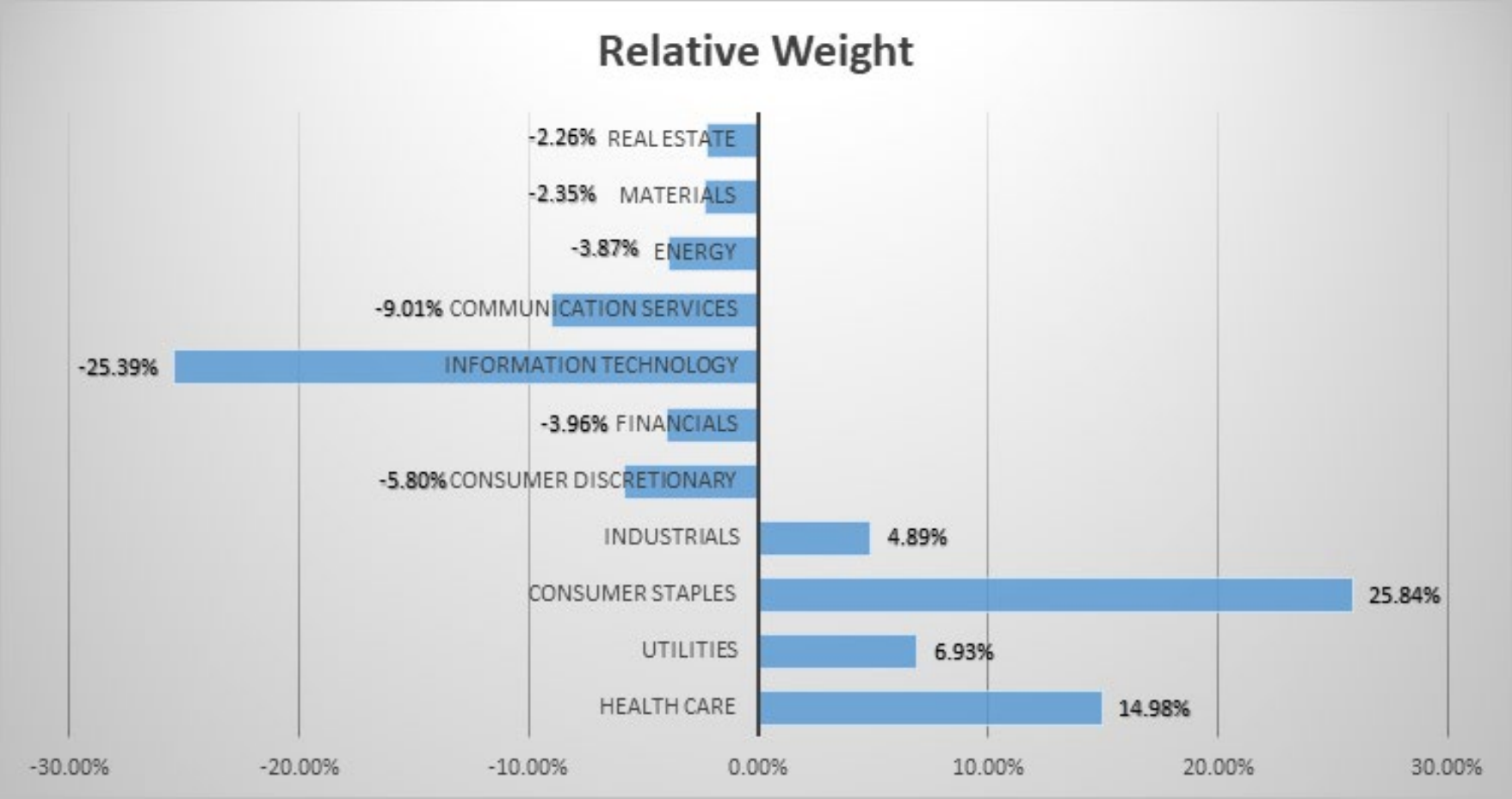
- MA Legal List
  - Essentially, US stock and fixed income markets
  - Government and limited corporate bonds
  - List of stocks comprised of 22 names
  - Funds and ETFs are government holdings only
  
- Chapter 203C – “Prudent Investor Rule”
  - Diversification – full breadth of markets
  - Full US market sector exposure both stock and bond
  - Entire capitalization and international exposure
  - New assets classes and sectors available



## MLL vs S&P 500 Sectors

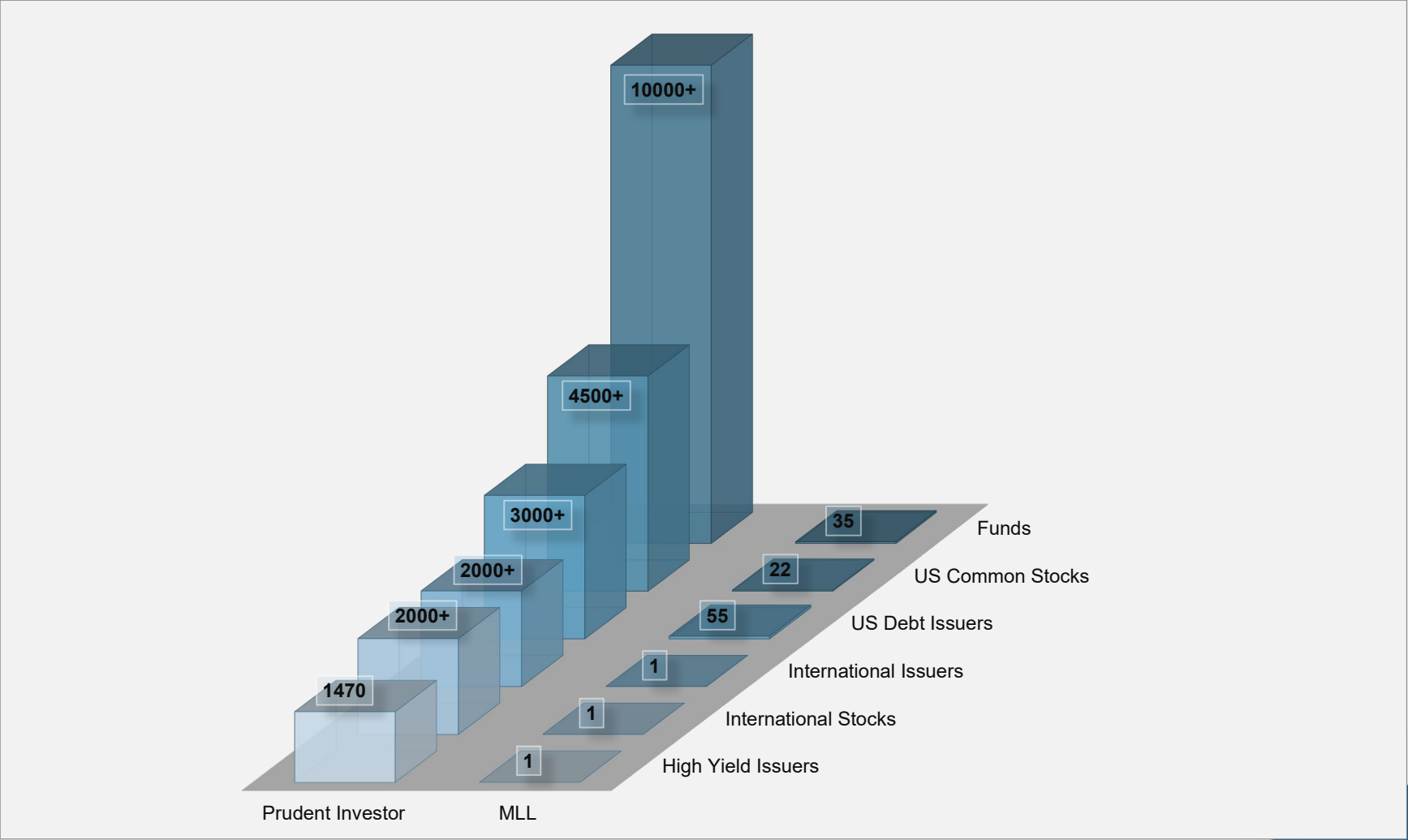


# MLL vs S&P 500 Sectors Relative Weight



# MLL vs Prudent Investor Investment Universe

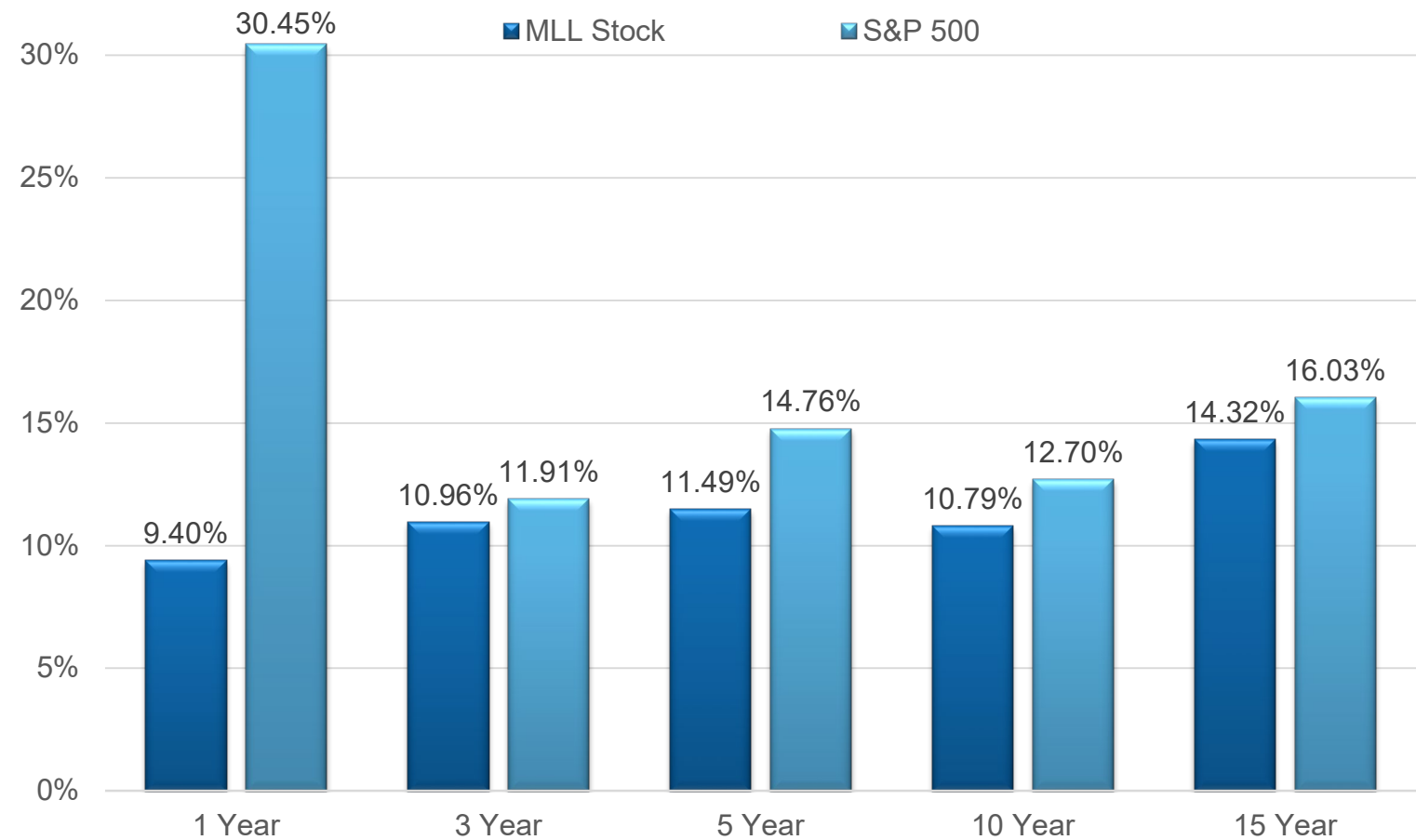
Reference 11



Data Sources:  
US Common Stock: World Bank, Funds: Bloomberg, US Debt Issuers: Bloomberg US Universal, International Issuers: Vanguard Total International Bond Index, International Stocks: MSCI EAFE + Emerging Markets, High Yield Issuers: Bloomberg High Yield Index

# Massachusetts Legal List Equity Performance Comparison

As of 02/29/2024



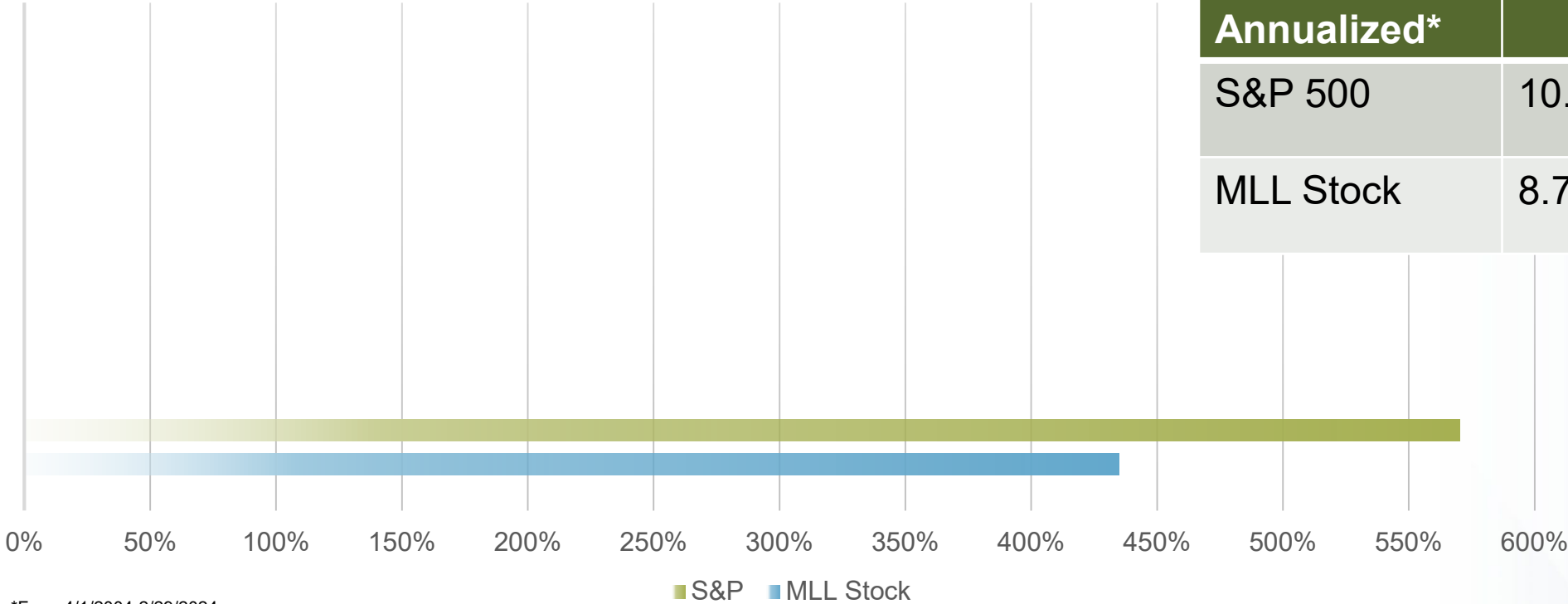
Past performance does not guarantee future results. The value or income associated with a security or an investment may fluctuate. There is always the potential for loss as well as gain. Asset allocation and diversification do not assure or guarantee better performance and cannot eliminate the risk of investment losses.

# Massachusetts Legal List Equity Performance Comparison

As of 02/29/2024

## 20-YEAR CUMULATIVE RETURN\*

20 Year Annualized*	
S&P 500	10.02%
MLL Stock	8.78%



\*From 4/1/2004-2/29/2024

Past performance does not guarantee future results. The value or income associated with a security or an investment may fluctuate. There is always the potential for loss as well as gain. Asset allocation and diversification do not assure or guarantee better performance and cannot eliminate the risk of investment losses.

# Annual Calendar Returns - Equity

Annual Calendar Returns as of 12/31/2023

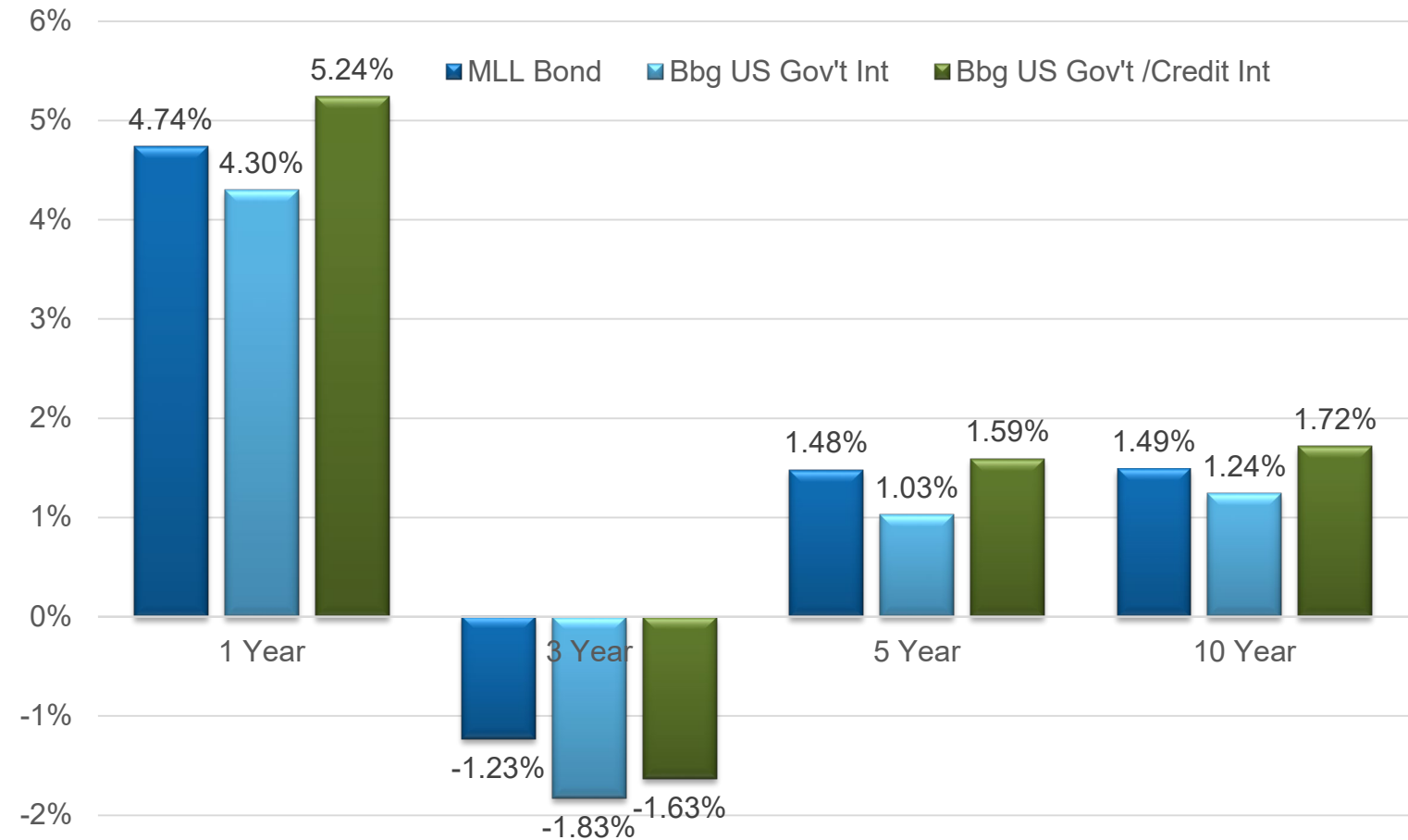
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
RTC MLL Stock	12.21%	6.28%	10.93%	16.61%	-3.93%	25.06%	9.95%	26.71%	3.66%	.83%
S&P 500 Index	13.69%	1.38%	11.96%	21.83%	-4.38%	31.49%	18.40%	28.71%	-18.11%	26.29%

Past performance does not guarantee future results. The value or income associated with a security or an investment may fluctuate. There is always the potential for loss as well as gain. Asset allocation and diversification do not assure or guarantee better performance and cannot eliminate the risk of investment losses.



# Massachusetts Legal List Fixed Income Performance Comparison

As of 12/31/2023



Past performance does not guarantee future results. The value or income associated with a security or an investment may fluctuate. There is always the potential for loss as well as gain. Asset allocation and diversification do not assure or guarantee better performance and cannot eliminate the risk of investment losses.

# Annual Calendar Returns – Fixed Income

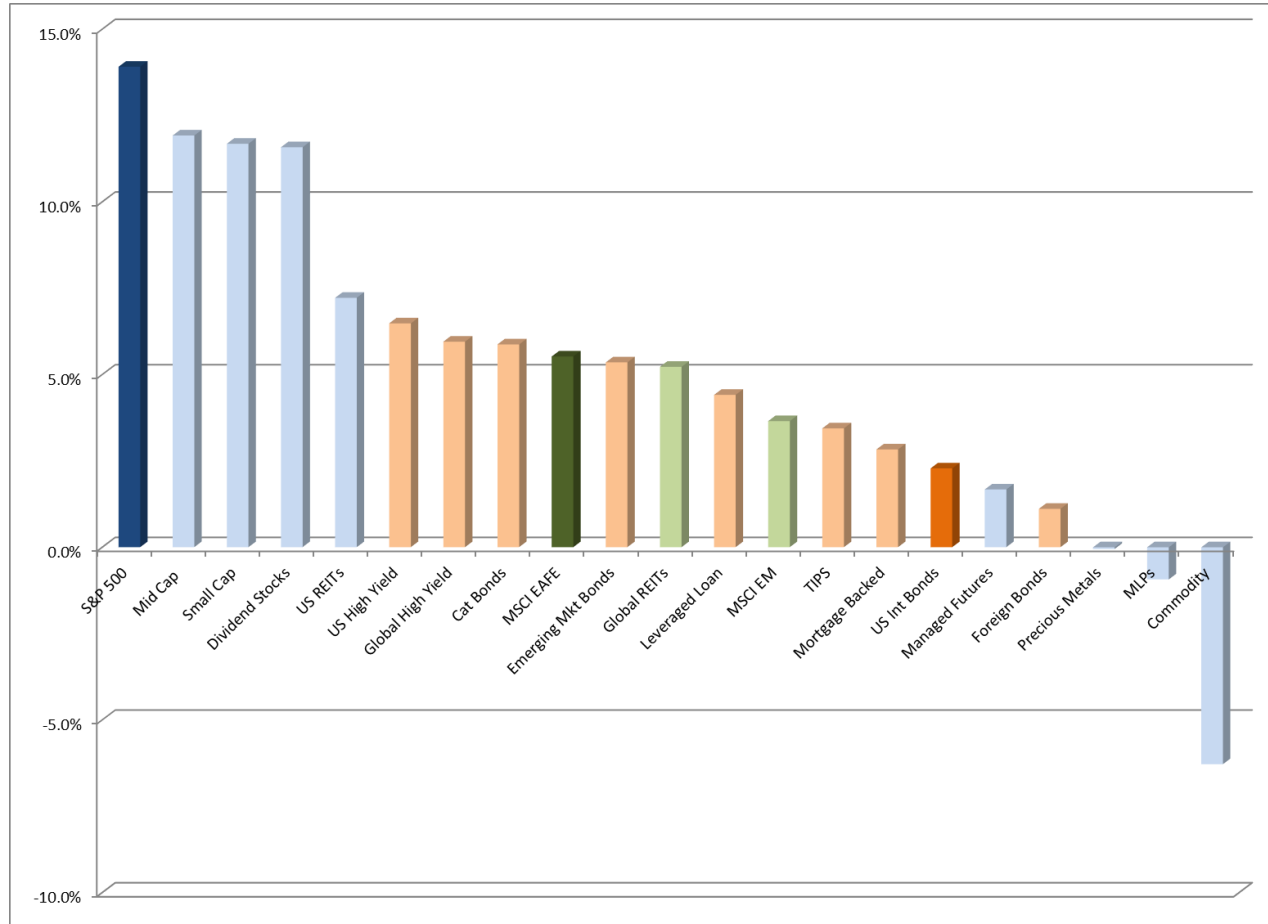
Annual Calendar Returns as of 12/31/2023

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
<b>RTC MLL Bond</b>	2.09%	1.23%	1.31%	1.33%	1.46%	5.54%	5.86%	-1.49%	-6.62%	4.74%
<b>Bbg US Gov't Int Index</b>	2.52%	1.18%	1.05%	1.14%	1.43%	5.20%	5.73%	-1.69%	-7.73%	4.30%
<b>Bbg US Gov't/Credit Int Index</b>	3.13%	1.07%	2.08%	2.14%	.88%	6.80%	6.43%	-1.44%	-8.23%	5.24%

Past performance does not guarantee future results. The value or income associated with a security or an investment may fluctuate. There is always the potential for loss as well as gain. Asset allocation and diversification do not assure or guarantee better performance and cannot eliminate the risk of investment losses.

# Benchmark Returns versus the S&P 500

Ten Year Annualized as of March 2022

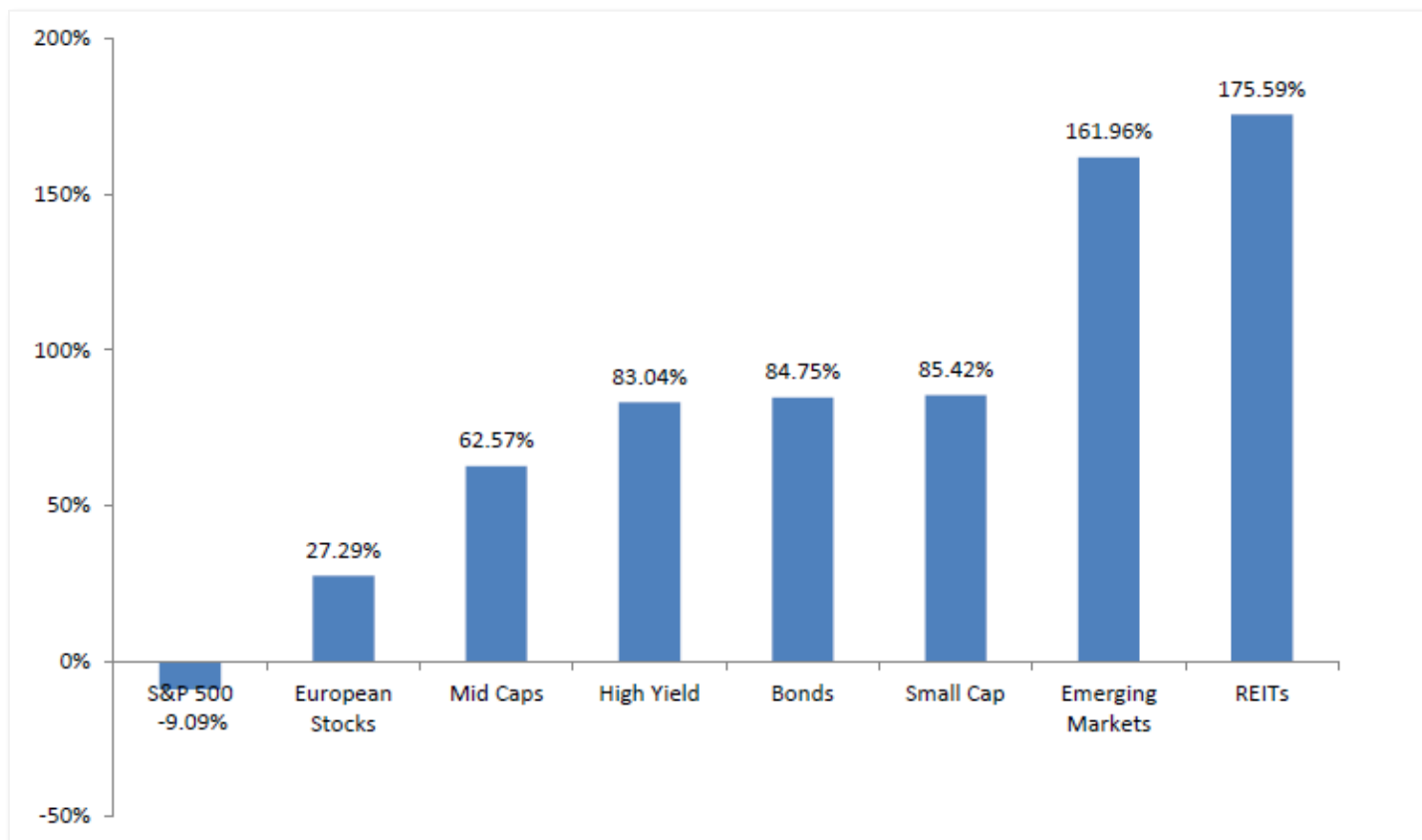


Benchmarks: Mid Cap - S&P MidCap 400, Small Cap-Russell 2000 , MLPs-Alerian MLP, Commodity-Bloomberg Commodity, US REITs-FTSE NAREIT All Equity REITs, Managed Futures-Credit Suisse Managed Futures, US Int Bonds-BBgBarc Intermediate Govt/Credit, TIPS-BBgBarc US Treasury TIPS, US High Yield-BBgBarc US Corporate High Yield Foreign Bonds-FTSE WGBI NonUSD, Emerging Mkt Bonds-JPM EMBI Global, Leveraged Loan-Credit Suisse Leveraged Loan,Cat Bonds-SwissRe Cat Bond, Mortgage Backed-BBgBarc MBS, Precious Metals-S&P GSCI Precious Metal, Global High Yield-BBgBarc Global High Yield, S&P 500 Index, Dividend Stocks-Morningstar Dividend Leaders, Global REITs-FTSE EPRA NAREIT Developed ex US, MSCI EAFE NR USD, MSCI EM NR USD

# Benchmark Returns versus the S&P 500

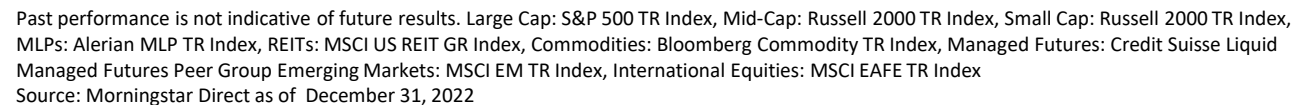
Reference 11

## Total Returns 2000-2009



Source: RWM, Rockland Trust Co., data from Returns 2.0: S&P 500, MSCI EUR Index, Russell MidCap Index, S&P 600 Small Cap Index, Barclays High Yield, Barclays Agg, MSCI EM & DJ Wishire REIT Index

### Equity Asset Class Calendar Year Returns (%)



# Equity Asset Class

## Calendar Year Returns (%) – 2000 - 2009

Equity Asset Class Calendar Year Returns (%)										Annual Return	Volatility		
Best ↑       ↓ Worst	MLPs 45.7	MLPs 43.7	Commod- ities 25.9	Emerging Markets 56.3	REITs 31.5	Emerging Markets 34.5	REITs 35.9	Emerging Markets 39.8	Managed Futures 23.0	Emerging Markets 79.0	Best ↑       ↓ Worst	MLPs 19.1	Managed Futures 10.8
	Commod- ities 31.8	REITs 12.8	Managed Futures 11.2	Small Cap 47.3	Emerging Markets 26.0	Commod- ities 21.4	Emerging Markets 32.6	Commod- ities 16.2	Small Cap -33.8	MLPs 76.4		Managed Futures 10.9	Large Cap 16.1
	REITs 26.8	Managed Futures 7.0	REITs 3.6	MLPs 44.5	Inter- national Equities 20.2	Inter- national Equities 13.5	Inter- national Equities 26.3	MLPs 12.7	Commod- ities -35.6	Mid Cap 40.5		REITs 10.4	MLPs 17.3
	Managed Futures 8.7	Small Cap 2.5	MLPs -3.4	Mid Cap 40.1	Mid Cap 20.2	Mid Cap 12.7	MLPs 26.1	Inter- national Equities 11.2	MLPs -36.9	Inter- national Equities 31.8		Emerging Markets 10.1	Commod- ities 17.4
	Mid Cap 8.2	Emerging Markets -2.4	Emerging Markets -6.0	Inter- national Equities 38.6	Small Cap 18.3	REITs 12.1	Managed Futures 18.8	Managed Futures 9.5	Large Cap -37.0	REITs 28.6		Commod- ities 7.1	Inter- national Equities 17.8
	Small Cap -3.0	Mid Cap -5.6	Inter- national Equities -15.9	REITs 36.7	MLPs 16.7	MLPs 6.3	Small Cap 18.4	Mid Cap 5.6	REITs -38.0	Small Cap 27.2		Mid Cap 5.0	Mid Cap 18.7
	Large Cap -9.1	Large Cap -11.9	Mid Cap -16.2	Large Cap 28.7	Large Cap 10.9	Managed Futures 6.3	Large Cap 15.8	Large Cap 5.5	Mid Cap -41.5	Large Cap 26.5		Small Cap 3.5	Small Cap 21.5
	Inter- national Equities -14.2	Commod- ities -19.5	Small Cap -20.5	Commod- ities 23.9	Commod- ities 9.1	Large Cap 4.9	Mid Cap 15.3	Small Cap -1.6	Inter- national Equities -43.4	Commod- ities 18.9		Inter- national Equities 1.2	Emerging Markets 24.9
	Emerging Markets -30.6	Inter- national Equities -21.4	Large Cap -22.1	Managed Futures 21.3	Managed Futures 4.2	Small Cap 4.6	Commod- ities 2.1	REITs -16.8	Emerging Markets -53.2	Managed Futures 0.9		Large Cap -0.9	REITs 25.2
	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009		2000-2009	2000-2009

Past performance is not indicative of future results. Large Cap: S&P 500 TR Index, Mid-Cap: Russell Mid Cap TR Index, Small Cap: Russell 2000 TR Index, MLPs: Alerian MLP TR Index, REITs: MSCI US REIT GR Index, Commodities: Bloomberg Commodity TR Index, Managed Futures: Credit Suisse Liquid Managed Futures Peer Group Emerging Markets: MSCI EM TR Index, International Equities: MSCI EAFE TR Index  
Source: Morningstar Direct

Fixed Income Asset Class Calendar Year Returns (%)

Best	Fixed Income Asset Class Calendar Year Returns (%)										Annual Return	Volatility
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2003-2012	2003-2012
	High Yield Bond 29.0	World Bond 12.1	Emerging Markets 10.7	Cat Bonds 12.3	Cat Bonds 15.7	World Bond 10.1	High Yield Bond 58.2	Conver-tibles 15.7	TIPS 13.6	Emerging Markets 18.5	Emerging Markets 11.6	Short Term Bond 1.4
	Emerging Markets 25.7	Emerging Markets 11.7	Bank Loan 5.7	Conver-tibles 12.0	TIPS 11.6	US MBS 8.3	Conver-tibles 45.6	High Yield Bond 15.1	Emerging Markets 8.5	High Yield Bond 15.8	High Yield Bond 10.6	US MBS 2.6
	Conver-tibles 23.0	High Yield Bond 11.1	TIPS 2.8	High Yield Bond 11.8	World Bond 11.5	Interm. Bond 5.2	Bank Loan 44.9	Emerging Markets 12.0	Interm. Bond 7.8	Conver-tibles 13.6	Cat Bonds 8.3	Cat Bonds 3.1
	World Bond 18.5	TIPS 8.5	High Yield Bond 2.7	Emerging Markets 9.9	Interm. Bond 7.0	Short Term Bond 5.0	Emerging Markets 28.2	Cat Bonds 11.4	US MBS 6.2	Cat Bonds 10.5	Conver-tibles 7.2	Interm. Bond 3.6
	Bank Loan 11.0	Conver-tibles 8.3	US MBS 2.6	Bank Loan 7.3	US MBS 6.9	Cat Bonds 2.1	Cat Bonds 14.0	Bank Loan 10.0	World Bond 5.2	Bank Loan 9.4	TIPS 6.7	TIPS 6.7
	TIPS 8.4	Cat Bonds 6.5	Interm. Bond 2.4	World Bond 6.9	Short Term Bond 6.8	TIPS -2.4	TIPS 11.4	Interm. Bond 6.5	High Yield Bond 5.0	TIPS 7.0	World Bond 6.4	Bank Loan 7.5
	Cat Bonds 7.1	Bank Loan 5.6	Short Term Bond 1.8	US MBS 5.2	Emerging Markets 6.3	Emerging Markets -10.9	Interm. Bond 5.9	TIPS 6.3	Cat Bonds 3.3	Interm. Bond 4.2	Bank Loan 5.5	World Bond 8.5
	Interm. Bond 4.1	US MBS 4.7	Cat Bonds 1.5	Interm. Bond 4.3	Conver-tibles 3.9	High Yield Bond -26.2	US MBS 5.9	US MBS 5.4	Bank Loan 1.8	US MBS 2.6	Interm. Bond 5.2	Emerging Markets 8.9
	US MBS 3.1	Interm. Bond 4.3	Conver-tibles -0.2	Short Term Bond 4.3	Bank Loan 1.9	Bank Loan -28.8	World Bond 4.4	World Bond 5.2	Short Term Bond 1.6	World Bond 1.5	US MBS 5.1	High Yield Bond 10.6
Worst	Short Term Bond 2.8	Short Term Bond 1.3	World Bond -9.2	TIPS 0.4	High Yield Bond 1.9	Conver-tibles -29.4	Short Term Bond 3.8	Short Term Bond 2.8	Conver-tibles -3.8	Short Term Bond 1.3	Short Term Bond 3.1	Conver-tibles 11.0



# Fixed Income Asset Class

## Calendar Year Returns (%) – 2014 - 2023

Fixed Income Asset Class Calendar Year Returns (%)										Annual Return	Volatility			
Best ↑ ↓ Worst	Converts 9.4	Cat Bonds 4.3	High Yield 17.1	Converts 13.7	Cat Bonds 2.8	Converts 23.2	Converts 46.2	Converts 6.3	Bank Loan -1.1	Cat Bonds 19.7	Best ↑ ↓ Worst	Converts 8.9	Best ↑ ↓ Worst	Short Term Bonds 1.4
	MBS 6.1	MBS 1.5	Converts 10.4	Foreign Bonds 10.3	Short Term Bonds 1.6	High Yield 14.3	TIPS 11.0	TIPS 6.0	Cat Bonds -2.2	High Yield 13.4		Cat Bonds 5.2		Cat Bonds 4.3
	Interm. Bonds 6.0	Short Term Bonds 0.7	Bank Loan 9.9	High Yield 7.5	Bank Loan 1.1	Interm. Bonds 8.7	Foreign Bonds 10.8	Bank Loan 5.4	Short Term Bonds -3.7	Bank Loan 13.0		High Yield 4.6		MBS 4.6
	Cat Bonds 5.9	Interm. Bonds 0.5	Cat Bonds 6.6	Bank Loan 4.2	MBS 1.0	TIPS 8.4	Interm. Bonds 7.5	High Yield 5.3	High Yield -11.2	Converts 12.9		Bank Loan 4.4		Interm. Bonds 4.8
	TIPS 3.6	Bank Loan -0.4	TIPS 4.7	Interm. Bonds 3.5	Converts 0.2	Bank Loan 8.2	High Yield 7.1	Cat Bonds 4.9	MBS -11.8	Foreign Bonds 5.8		TIPS 2.4		TIPS 5.1
	High Yield 2.5	TIPS -1.4	Interm. Bonds 2.6	TIPS 3.0	Interm. Bonds 0.0	MBS 6.4	Cat Bonds 5.8	Short Term Bonds -0.5	TIPS -11.8	Interm. Bonds 5.5		Interm. Bonds 1.8		Bank Loan 5.4
	Bank Loan 2.1	Converts -3.0	Foreign Bonds 1.8	MBS 2.5	TIPS -1.3	Foreign Bonds 5.3	MBS 3.9	MBS -1.0	Interm. Bonds -13.0	MBS 5.0		MBS 1.4		High Yield 7.6
	Short Term Bonds 0.8	High Yield -4.5	MBS 1.7	Short Term Bonds 0.8	Foreign Bonds -1.8	Cat Bonds 4.4	Short Term Bonds 3.3	Interm. Bonds -1.5	Converts -18.7	Short Term Bonds 4.6		Short Term Bonds 1.3		Foreign Bonds 8.5
	Foreign Bonds -2.7	Foreign Bonds -5.5	Short Term Bonds 1.3	Cat Bonds 0.5	High Yield -2.1	Short Term Bonds 4.0	Bank Loan 2.8	Foreign Bonds -9.7	Foreign Bonds -22.1	TIPS 3.9		Foreign Bonds -1.3		Converts 12.8
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023		2014 - 2023		2014 - 2023

Past performance is not indicative of future results. Large Cap: S&P 500 TR Index, Mid-Cap: Russell 2000 TR Index, Small Cap: Russell 2000 TR Index, MLPs: Alerian MLP TR Index, REITs: MSCI US REIT GR Index, Commodities: Bloomberg Commodity TR Index, Managed Futures: Credit Suisse Liquid Managed Futures Peer Group Emerging Markets: MSCI EM TR Index, International Equities: MSCI EAFE TR Index  
Source: Morningstar Direct as of December 31, 2023

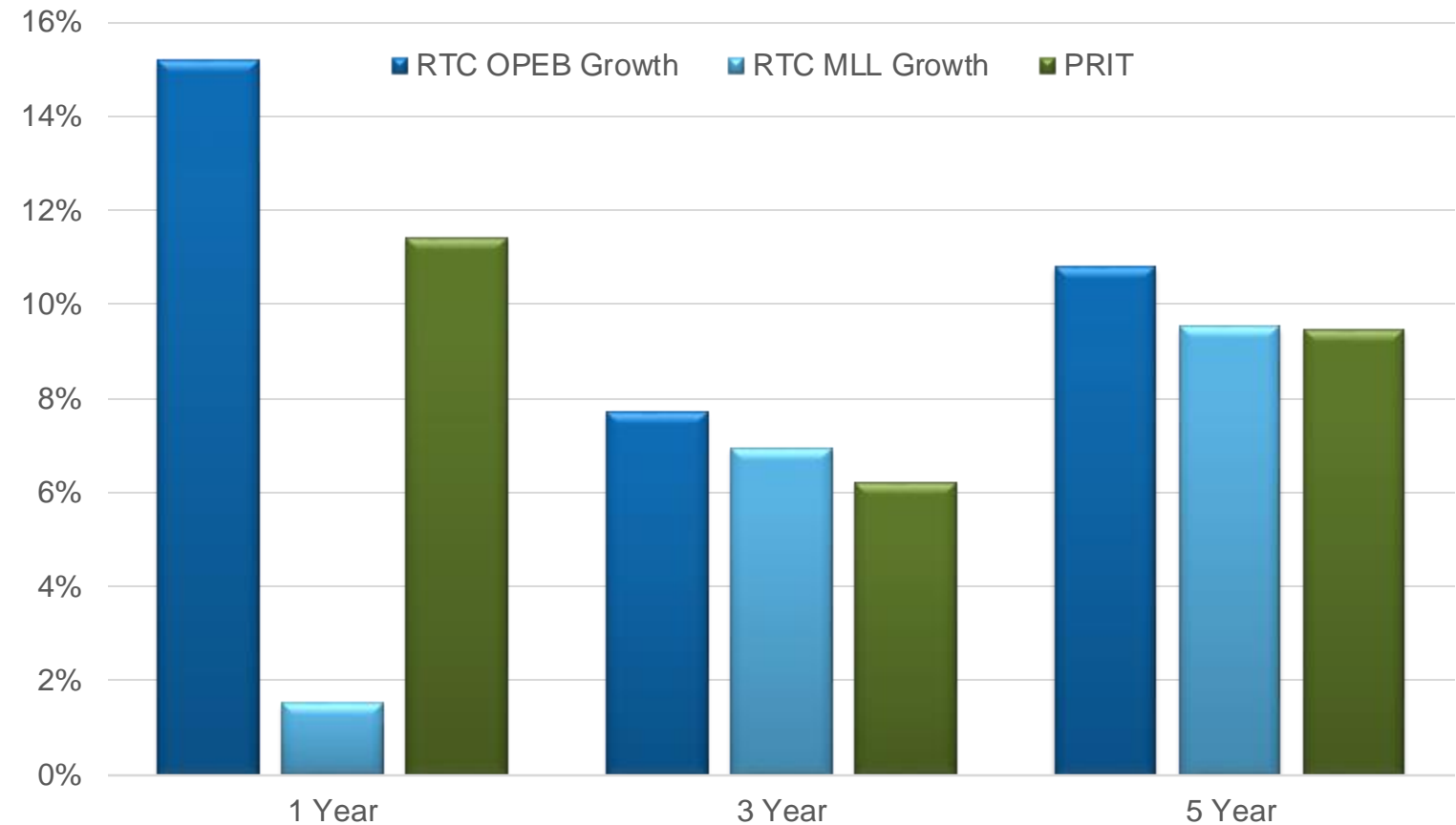
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Let's Chat!

Questions and  
Discussion

# Massachusetts PRIT Fund Performance Comparison

As of 12/31/2023



Past performance does not guarantee future results. The value or income associated with a security or an investment may fluctuate. There is always the potential for loss as well as gain. Asset allocation and diversification do not assure or guarantee better performance and cannot eliminate the risk of investment losses.

# Massachusetts PRIT Fund Performance Comparison

As of 12/31/2023

	Total Return 1 Year	Total Return 3 Year*	Total Return 5 Year*
RTC Growth OPEB	15.22%	7.72%	10.80%
RTC Growth MLL	1.53%	6.95%	9.52%
PRIT	11.42%	6.21%	9.46%

*\*Annualized*

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## Town of Arlington

### **IMG Contacts:**

Barbara Howard, Senior Vice President, Relationship Manager ([barbara.howard@rocklandtrust.com](mailto:barbara.howard@rocklandtrust.com))

Brian Callow, Senior Vice President, Relationship Manager ([brian.callow@rocklandtrust.com](mailto:brian.callow@rocklandtrust.com))

Heidi Bastek, Investment & Trust Administrator ([heidi.bastek@rocklandtrust.com](mailto:heidi.bastek@rocklandtrust.com))

# MA General Law Chapter 44 Section 54

Reference 13

as amended per Section 26 of Chapter 28 of the Acts of 2023

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On August 9, 2023, the Governor signed the FY '24 budget and section 26 which provides the use of the so-called “Prudent Investor Rule” (M.G.L. c. 203C) for trust funds to optimize returns. The use of this new law is a local option and requires local approval. This change allows for further diversification of investments and we recommend implementation.

## Steps to be taken

- Obtain a vote of the governmental unit legislative body to accept MGL Chapter 44 Section 54, as amended per Section 26 of Chapter 28 of the Acts of 2023
- Amend the current Investment Policy Statement as it refers to the investment of trust funds, updating the language to refer to the Massachusetts Prudent Investor Act of Chapter 203C of the General Laws.
- Review any co-mingled accounts with your investment advisor. In cases where other funds are included e.g. stabilization funds, separate accounts will need to be established.

# Massachusetts Legal List of Investment Characteristics

G.L. c. 167, sections 15A-15K

## FIXED INCOME

- United States and Federal Agency Obligations
- Massachusetts and Other State Municipal General Obligations
- International (Canada & limited Supranational) Obligations
- Corporates
  - Investable Names – Under 50 (MA LL) vs. 1000 US Corp. Investment Grade Index (Bloomberg-Barclays)
  - Sector Concentration (Utilities, Railroad, Telecommunications)
- ETF's (TIPS, MBS, Treasuries)
- Mutual Funds (US Govt. & Money Market)

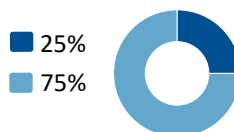
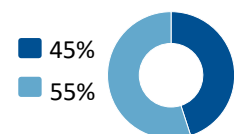
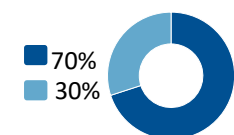
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## EQUITIES



- Investable Universe – 22 names
- Portfolio Structure – Defensive & Large Cap Value
- Sector Concentration
  - Consumer Staples: 7 names or 32%
  - Health Care: 6 Names or 27%
  - Single Technology & Consumer Discretionary Names
  - No Energy, Telecom, Material, REITS



# Historical Returns – 12/31/2024



	Total Return 1 Year	Total Return 3 Year*	Total Return 5 Year*	Total Return 10 Year*
RTC Income & Growth	9.30%	2.44%	5.22%	3.83%
RTC Income & Growth MLL	3.57%	2.20%	4.75%	4.16%
RTC Balanced	12.60%	5.48%	8.56%	6.04%
RTC Balanced MLL	2.51%	4.72%	7.62%	6.38%
RTC Growth	15.19%	7.71%	10.81%	7.41%
RTC Growth MLL	1.53%	6.95%	9.52%	7.68%

 Fixed Income  
 Equity

\*Annualized

Past performance does not guarantee future results. The value or income associated with a security or an investment may fluctuate. There is always the potential for loss as well as gain. Asset allocation and diversification do not assure or guarantee better performance and cannot eliminate the risk of investment losses.

# Annual Calendar Returns – 12/31/2024

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
<b>RTC INCOME &amp; GROWTH</b>	7.15%	6.35%	3.63%	-1.01%	5.70%	6.38%	-2.15%	10.71%	7.04%	5.91%	-7.14%	9.30%
<b>RTC INCOME &amp; GROWTH MLL</b>	5.12%	8.36%	5.02%	2.68%	4.36%	6.02%	-0.10%	10.81%	6.62%	7.15%	-3.79%	3.57%
<b>RTC BALANCED</b>	10.39%	13.79%	5.45%	-0.81%	7.05%	10.38%	-3.44%	18.03%	8.83%	12.67%	-7.48%	12.60%
<b>RTC BALANCED MLL</b>	7.56%	15.62%	7.45%	4.01%	6.74%	9.43%	-1.55%	15.98%	8.37%	13.20%	-1.02%	2.51%
<b>RTC GROWTH</b>	12.48%	19.84%	6.66%	-0.86%	7.81%	12.89%	-4.94%	22.27%	9.36%	17.99%	-8.05%	15.22%
<b>RTC GROWTH MLL</b>	8.73%	21.87%	9.67%	4.71%	7.85%	9.69%	-2.11%	19.99%	7.35%	19.26%	1.02%	1.53%

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# Town of Arlington Agency Selected Period Performance

Reporting Period Ending: December 31, 2023  
Managed Since: February 01, 2021

	Market Value	3 Months	Year to Date (1 Year)	1 Year	Inception to Date 02/01/2021
<b>Total Fund</b>	<b>28,593,112</b>	<b>5.15</b>	<b>2.23</b>	<b>2.23</b>	<b>6.50</b>
<b>Fixed Income</b>	<b>9,206,323</b>	<b>4.19</b>	<b>4.67</b>	<b>4.67</b>	<b>-1.16</b>
<b>Taxable Fixed Income</b>	<b>7,198,276</b>	<b>3.74</b>	<b>4.60</b>	<b>4.60</b>	<b>-1.06</b>
<i>BB Intermediate US Government Bond Index</i>		3.97	4.30	4.30	-1.80
<b>Diversifying Taxable Funds</b>	<b>2,008,047</b>	<b>5.85</b>	<b>4.93</b>	<b>4.93</b>	<b>-1.50</b>
<i>BB Intermediate US Government/Credit Index</i>		4.56	5.24	5.24	-1.58
<b>Equity</b>	<b>18,586,220</b>	<b>5.79</b>	<b>.91</b>	<b>.91</b>	<b>10.52</b>
<b>Common Stock</b>	<b>18,586,220</b>	<b>5.79</b>	<b>.91</b>	<b>.91</b>	<b>10.52</b>
<i>S&amp;P 500 Index (Gross) (USD)</i>		11.69	26.29	26.29	10.68
<b>Cash and Equivalents</b>	<b>800,569</b>	<b>1.34</b>	<b>5.08</b>	<b>5.08</b>	<b>2.26</b>
<i>Citigroup 3 Month Treasury Bill Index (USD)</i>		1.41	5.26	5.26	2.31

RETURNS ARE NET OF UNDERLYING FUND EXPENSES. PAST PERFORMANCE DOES NOT GUARANTEE FUTURE RESULTS. ASSET ALLOCATION AND DIVERSIFICATION DO NOT ELIMINATE THE RISK OF LOSS. RETURNS GREATER THAN ONE YEAR ARE ANNUALIZED. INDEXES ARE UNMANAGED, DO NOT REFLECT FEES OR EXPENSES AND ARE NOT AVAILABLE FOR DIRECT INVESTMENT. INTRA MONTH PERFORMANCE IS UNAUDITED. THIS REPORT DOES NOT SUPERSEDE YOUR MONTHLY ROCKLAND TRUST STATEMENT. NOT FDIC INSURED OR INSURED BY ANY FEDERAL GOVERNMENT AGENCY \* NOT A DEPOSIT \* NO BANK GUARANTEE \* MAY LOSE VALUE

# Town of Arlington Agency Annual Period Performance

Reporting Period Ending: December 31, 2023  
Managed Since: February 01, 2021

Reference 13

	Feb 2021 - Dec 2021	Jan 2022 - Dec 2022	Jan 2023 - Dec 2023
<b>Total Fund</b>	<b>17.50</b>	<b>.03</b>	<b>2.23</b>
<b>Fixed Income</b>	<b>-.77</b>	<b>-6.94</b>	<b>4.67</b>
<b>Taxable Fixed Inc</b>	<b>-1.11</b>	<b>-6.29</b>	<b>4.60</b>
BB Cap Int US Govt B	-1.46	-7.73	4.30
<b>Diversifying Taxable</b>	<b>.43</b>	<b>-9.20</b>	<b>4.93</b>
BB Cap Int Govt / Cr	-1.17	-8.24	5.24
<b>Equity</b>	<b>27.94</b>	<b>3.70</b>	<b>.91</b>
<b>Common Stock</b>	<b>27.94</b>	<b>3.70</b>	<b>.91</b>
S&P 500 Index	30.02	-18.11	26.29
<b>Cash and Equivalent</b>	<b>.01</b>	<b>1.57</b>	<b>5.08</b>
91 Day Treasury Bill	.04	1.50	5.26

Account Inception: 02/01/2021

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## Prudent Investor Article Information

Reference 14

Alex Magee <amagee@town.arlington.ma.us>

Mon 3/25/2024 10:04 AM

To: Tara Bradley <tbradley@town.arlington.ma.us>; Christine Deshler <cdeshler@town.arlington.ma.us>  
Cc: Julie Wayman <jwayman@town.arlington.ma.us>; Jim Feeney <jfeeney@town.arlington.ma.us>

 5 attachments (16 MB)

Arl\_Investment\_Policy\_Update\_Oct2015.pdf; Arlington Investment Policy May, 2020.pdf; Rockland Trust IMG 2024 Trust Funds - MLL or Prudent Investor.pdf; 2023.12.31 Massachusetts PRIT Fund Performance Comparison.pptx; 2024.03.18 Meeting Package.Arlington.pdf;

Hi Tara,

Could you please share these with the committee?

Christine, as discussed, here are some updates related to the Prudent Investor warrant article. After our meeting 3/13, we had Rockland Trust in to discuss and review our investments, including strategies, benchmarking, communication, etc. They have been managing our investments since successfully winning the competitive RFP process in 2021. Attached are the presentation materials we went over, and an additional presentation that they gave last week at a conference that compares the general Mass Legal List (not specific to Arlington) vs. wider investment options. I figured it would be good to send along as another data point.

Also, in the FinCom meeting we noted that we planned to develop and implement an investment policy. Having the benefit of Dean Carman being in attendance 3/13, he forwarded a policy that he had inherited when he was the treasurer and **is in effect now**. Julie Wayman is working to ensure compliance with this policy, and to ensure our investment management (Rockland Trust) adheres to it as well. Julie also found an updated and adopted policy from 2020. I am not sure on the provenance of this version – it was adopted by Phyllis Marshall in May of 2020, which was in the early days of the covid pandemic and obviously predates myself and Julie in our relevant positions. We are reviewing and attempting to reconcile these two policies.

Anyways, I want to make sure the FinCom is aware, the intention is to simply gain the option to move off of the legal list and expand our options, not necessarily to immediately change how things are done. All investment decisions would be made in accordance with the policy and through our professional investment managers.

Please let me know if any further question.

Thanks

Alex




### Alex Magee

Deputy Town Manager/Finance Director

Town of Arlington, MA

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